

JUL 29 1930

JULY 26, 1930

# Sales Management

The Weekly Magazine for Marketing Executives



Frank M. Firor

*President, Adolf Gobel, Inc., New York City*

Gobel Acts for Uniform Prices  
in the Prepared Meat Industry

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Is There a Way to Spot the  
"Lemons" in the Line?

# On the crest of a wave



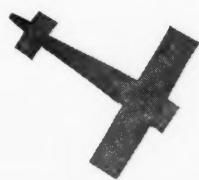
*Youth*  
**at the helm**

Enchanting, irresistible

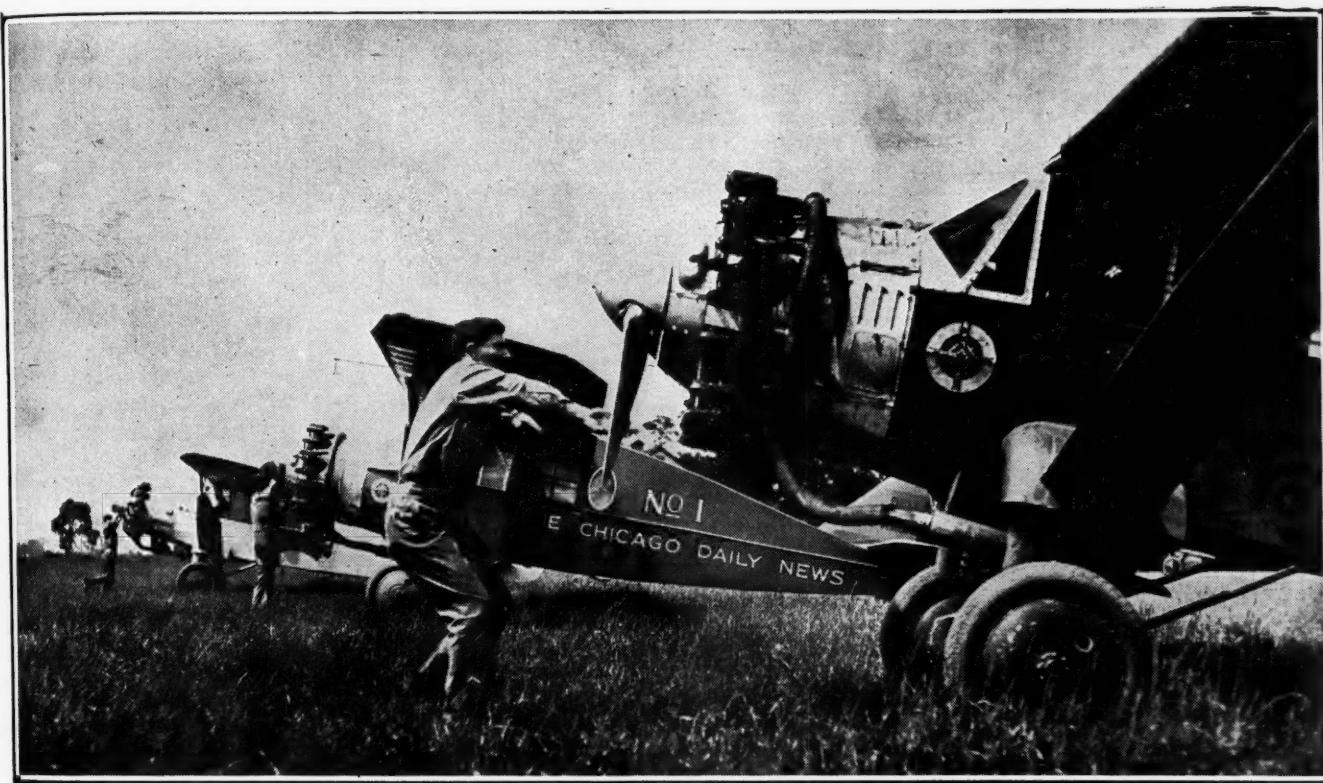
Los Angeles; dynamic fourth market of the country; uniquely a city of youthfully minded moderns. The 20% minority oldsters and the 80% majority youngsters under 40 think and act alike. This is an institution for youth. This, at the risk of being trite, is where youth dominates. • • • It's natural that a newspaper synchronized to this trend should be preferred by these moderns. A constantly rising circulation curve, stepping ahead of the city's growth, is the logical result. • • • Here you have, then, a fast market, geared to modern merchandising, controlled by youthful, high buying power. And here you have The Examiner, keyed in every detail not only to meet but to encourage this distinction—appreciated by the moderns to the tune of 740,944 daily and 1,646,341 Sunday. • • • •



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# Survey of Surveys

BY WALTER MANN

## Liberty's True Story

Two studies which have recently been made by Dr. Daniel Starch on a highly similar basis offer interesting comparisons of two magazines, one a monthly and one a weekly, which have come to the front out of obscurity in the past ten years, i. e., *Liberty* and *True Story*.

In each of these studies Dr. Starch offers a preface headed, "New Standards in Commercial Research," in which the conditions to be followed in the study are laid down. Accuracy of method and adequacy of the sample, if the percentages are to be used for projection to a national basis, receive thorough attention in this preface in each study.

A reading of the *Liberty* report shows great similarity with (almost duplication of) the *True Story* report.\* The number of calls made is practically the same. The stated purposes of the study, while worded differently, are substantially the same. The circulation of the two publications (S. R. D. S., February, 1930) do not vary 100,000 from around the 2,000,000 mark. Neither has any subscription circulation to speak of. Breakdowns as to sectional distribution are very similar.

Unfortunately the absence of subscription circulation does not permit a publishing in the *Standard Rate & Data Service* the sizes of the cities and towns into which the circulation goes. The inference from Dr. Starch's two studies is that this breakdown would show some material differences, as the number of cities and towns chosen in the *True Story* study (nine) is less than half the number chosen for the *Liberty* report (twenty).

For the *True Story* study two Middle West cities, Cleveland and Milwaukee, were chosen as cities of 500,000 and over; in the *Liberty* study one city, Pittsburgh. In the 100,000-500,000 group, *True Story* was given (two) Atlanta and Syracuse, New York, while *Liberty* had (five) Dayton, Ohio; Des Moines, Iowa; Hartford, Connecticut; Nashville, Tennessee, and Springfield, Massachusetts. In the 2,500 to 100,000 group *True Story* was allotted but five cities. In the 25,000 to 100,000 group *Liberty* had seven—with an additional five (all Eastern cities) in the 2,500-25,000 bracket. Under 2,500 *True Story* got three (all in Massachusetts), while *Liberty* got five—all but one Western and Pacific Coast. The scientific basis upon which these variances were planned are unfortunately not explained in either survey, although there is also a section on the adequacy of results projected on a 10 per cent sample basis.

The method of choosing the responders from newsdealers was virtually the same and a similar stabilization chart occurs in both books. The groupings of heads of families into major executives, proprietors and partners, professional, junior executives, real estate and insurance, outside salesmen, office workers and inside sales-

men, skilled workmen, semi-skilled workmen, unskilled workmen, retired and others (an excellent and graphic method of grouping) is exactly the same. The proportion of housewife responders does not vary 10 per cent in the two reports. Hence the long-awaited comparison of *True Story* and *Liberty* on a truly scientific basis is now possible for those who have wondered about the grading and rating of these two publications.

The occupational breakdowns are similar in many ways. The main variances are in (1) the professional group (*True Story* 4.06 per cent vs. *Liberty* 13.3 per cent), real estate, insurance and outside salesmen (*T. S.* 5.08 per cent vs. *L.* 12.6 per cent), skilled workmen (*T. S.* 37 per cent vs. *L.* 22.7 per cent), semi-skilled workmen (*T. S.* 8.74 per cent vs. *L.* 2.7 per cent), and unskilled workmen (*T. S.* 16.02 per cent vs. *L.* 4.6 per cent). This, it would appear, backs up *True Story's* horny-handed but high-income sons of toil story and establishes the type of *Liberty's* readers on a higher social as well as income plane than those of *True Story*.

On the income plane these figures are more clearly substantiated. The \$10,000 and over incomes are in each case negligible. The \$5,000-\$9,999 incomes run, *T. S.* 1.95 per cent; *L.* 11.8 per cent. The \$3,000-\$4,999 show *T. S.* 16.87 per cent; *L.* 34.1 per cent. The \$2,000-\$2,999, *T. S.* 34.83 per cent; *L.* 32.1 per cent. The \$1,000-\$1,999 incomes, *T. S.* 38.34 per cent; *L.* 14.2 per cent. Those under \$1,000 were in each case negligible, *T. S.* 7.6 per cent; *L.* 5.8 per cent.

Here we might observe that if the total family income, rather than that of the head of the family, had been used a more practical picture of the family buying power (the real measure for most products) might have been secured. Also that these figures would have had considerably more meaning, had the latest U. S. income tax percentages been included.

On the matter of family nationality, both books showed about 85 per cent American. On age groups, *T. S.* (nineteen years and over) 84.77 per cent; *L.* (18 years and over) 70.7 per cent. On home ownership, *T. S.* 34.74 per cent own them; *L.* 51.5 per cent (U. S. Census gives 37.1 per cent). On occupancy of one-family houses, *T. S.* 45.26 per cent; *L.* 63.2 per cent. On two-family, *T. S.* 35.74 per cent; *L.* 16.9 per cent. On apartment dwellers, *T. S.* 19 per cent; *L.* 15.3 per cent. On telephone subscribers, *T. S.* 51.95 per cent; *L.* 83.7 per cent (national estimate 38.5 per cent). On ownership of automobiles, *T. S.* 52.22 per cent (30.53 per cent bought new, 18.87 per cent bought used); *L.* 61.4 per cent (49.2 per cent bought new, 12.2 per cent bought used). On houses wired for electricity, *T. S.* 97.24 per cent; *L.* (question not asked). On ownership of various household appliances, *Liberty* shows only a slightly larger percentage all along the line except in the case of electrical refrigerators, where *T. S.* shows 3.63 per cent.

(Continued on page 150)

\*Reviewed in S. O. S. May 31, 1930.

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# Sales Management

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**S**ALES executives who have been devoting their time and attention to problems of style and product design will find some helpful suggestions in an article on these subjects which will appear in an early issue. Sources for designs, and the reasons for the popularity of certain designs, are two important subjects touched upon.

• • •

**A**NATIONALLY known clothing manufacturer who has an unusually interesting plan for selling dealer helps and getting retailers to use them will discuss this plan in detail in this magazine in an August issue.

• • •

**F**EW advertising campaigns have been more widely discussed than the present Lucky Strike "Avoid That Future Shadow" campaign. On page 132 George Washington Hill, president of American Tobacco, explains some of his theories about copy that pulls, and explains how the "Lucky" advertisements are written.

• • •

RAYMOND BILL, President; PHILIP SALISBURY, Vice-President and Director of Advertising; J. F. WEINTZ, C. E. LOVEJOY, Vice-Presidents; M. V. REED, Eastern Advertising Manager; FREDERICK FRANKLIN, Promotion Manager; R. E. SMALLWOOD, Circulation Manager; G. D. YOUNG, London Manager. Published by SALES MANAGEMENT, INC., 420 Lexington Avenue, New York; Chicago Office, 333 North Michigan Avenue; London Office, 33 Chancery Lane, W. C. 2.

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### Just Another \$10,000,000 of Buying Power

Now they've figured the 1929 income to Florida from canned fruit. In the shops of England, the delicatessens of Germany and the groceries of Northern United States and Canada, Florida canned fruit and juices brought a total of \$10,000,000. (No task at all to approximate \$100,000,000 as the figure representing the income from various industries of the state.) Important to you? You can crystallize these facts into more sales by a schedule in "Florida's Foremost Newspaper."

**The Florida Times-Union JACKSONVILLE FLORIDA**



Every day The Evening World's 300,000 families buy enough merchandise to equal

the purchases of the entire population of Detroit, Fourth City of the Land, in its hundreds of retail establishments . . . department stores, groceries, drug stores, hardware houses, shoe stores, clothing stores . . . and naturally its scores of shops stressing style.

*She*

IS A WOMAN of Today... smart, sophisticated, superlatively style-conscious, sports loving...alert to the trends and whims of fashion...and invariably attired in the accepted vogue.

**¶** She reads and prefers The Evening World...for it gives her the news of the world...and of woman's particular realm therein...with just that literate flavor she most fancies...and, too, there only can she find...Ann Roberts' authentic and illustrated reports on what the well-dressed woman is wearing...Helen Worden's blithe recitals of the affairs and apparel favored by society...and Dare's interpretation of the mode.

**¶** She is discriminately obedient to the dictates of fashion...and of substantial buying power...thus her custom becomes notably profitable to style advertisers in The Evening World...and you can only figure the tremendous gross by multiplying her individual expenditures by many thousands...for...

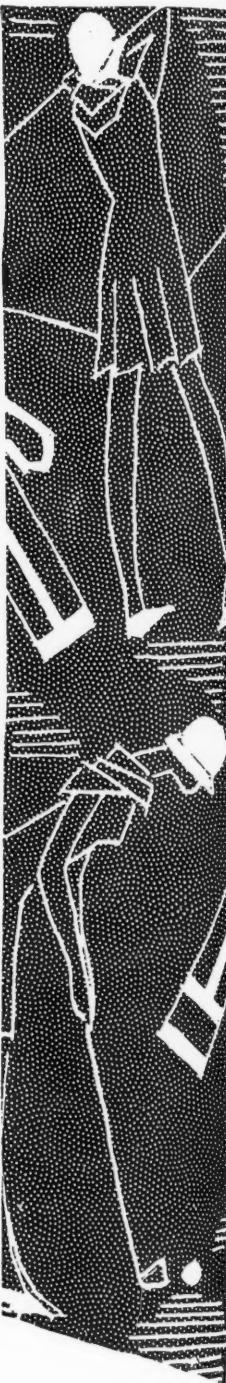
Her name is legion!

## The Evening World

PULITZER BUILDING  
NEW YORK

Tribune Tower  
CHICAGO

Gen. Motors Bldg.  
DETROIT



# Significant News

• • • That a rally in business is not distant was the expressed belief of many trade authorities quoted this week. No one professes to see definite signs of improvement in the records, but nearly all agree that the bottom of the depression is now evident to the seeing eye and that conditions are ripe for a welcome change in actual operations, likely to be perceptible this fall.

• • • Current earning statements for the first six months of this year are better than expected in many notable cases. General Foods, for example, earned \$2.01 per share compared with \$1.89 in 1929; Beech-Nut Packing \$2.96 compared with \$3.24; Congoleum-Nairn 40 cents compared with 54 cents, and Westinghouse Electric \$3.13 compared with \$4.92. For the year ended June 30, Procter & Gamble, \$3.37 compared with \$2.89.

• • • The automobile outlook for the rest of the year, following the current month's minimum production due to mid-summer shutdowns, is regarded with confidence because of the lessening gap between output and consumer purchases. Registrations in the first five months of this year were 21.2 per cent less than in the same period last year, whereas production fell off 30.5 per cent—at the expense of surplus stocks.

• • • The remarkable rise in June production of cigarettes by nearly a billion, or 8.4 per cent, adds point to American Tobacco's Lucky Strike sales figures showing a volume at the rate of all but \$200,000,000 for the year. This is close to 30 per cent of the total of the four popular brands in 1929.

• • • Sales promotion and selling expenses took 10 per cent of this amount—5 per cent for printed page advertising, 2 per cent for store display, the remainder going for sales activities.

• • • Prices of groceries during March in Lexington, Kentucky, as ascertained by a University of Kentucky professor of economics, were 14.3 per cent lower in chain than in independent stores.

• • • The study was made by his class for classroom purposes. Returns were obtained from five chain systems, two of which were local, and forty-four independents. The articles selected numbered fifty-eight and were representative of all stock carried except meat. In this respect the study differed from previous studies of the same sort, like that in Durham, North Carolina, which were limited to nationally advertised brands.

• • • Commodity prices last week dropped to 83.4, as measured by the Irving Fisher index number, from 84.5 the week before.

• • • Anthracite coal operators and miners have agreed to a five-year truce, assured by definite arbitration machinery.

• • • That chewing gum sales are not affected by hard times is indicated by William Wrigley, Jr.'s net profit in the second quarter showing a gain of more than 12 per cent over the second quarter of 1929.

• • • Evidence in defense of the proposed Socony-Vacuum Oil merger, begun last week, supported the contention that foreign competition was a major inspiration of the combination. Shell, subsidiary here of Royal Dutch, had a total crude output last year of 229,379,000 barrels while in the same period Socony and Vacuum handled 58,000,000 barrels between them, and at a disadvantage because of diversity of management.

• • • Exports in June amounted to \$299,000,000, the least of any month since July, 1924; imports to \$250,000,000, the least since January, 1922.

• • • Johns-Manville's June quarter report is a model of fulness, showing comparative sales, manufacturing cost, selling and administrative expenses, depletion and depreciation, and net profit. The last item shows \$1.16 on common stock after preferred dividend, compared with \$2.40 a share in the same three months of 1929.

• • • Number of business failures in the second quarter, according to R. G. Dun, decreased substantially in the South Atlantic, Central West, and Pacific Coast sections, although for the whole country there were more than in any similar quarter since 1915. But in amount of liabilities comparison in every part of the country was adverse.

• • • Retail food prices in June were 1½ per cent lower than in May by Labor Statistics tables, and 4½ per cent off from June, 1929.

• • • Sears-Roebuck sold 14.9 per cent less merchandise in the four weeks ended July 16 than in the same period of 1929. For the year to that date the decline was 5 per cent.

• • • S. S. Kresge's net income in the June quarter was equal to seventy cents a share of outstanding stock, a cent more than in the same quarter last year, one item in support of chain stability under trying conditions.

• • • Only four among 150 employe stock subscription plans of big corporations studied by the Industrial Conference Board have been given up since 1927, and recession in stock prices had nothing to do with the abandonment in any case. No more than three other companies contemplate radical changes.

• • • Most of the plans were put into operation before the stock boom and a majority provided for acquisition of stock far under the market—only nineteen showing current prices below prices paid by employes. In the case of the Simmons Company, employes of which paid \$101.50 a share, a syndicate of stockholders has offered to refund the money so invested.

• • • On the making of highways this year this country will spend \$80 for every registered car, a presidential committee estimates. The whole sum is \$1,750,000,000, a quarter of a billion more than the amount so spent last year.

The Goodrich expansion policy is now developing along the lines of building sales on a wide variety of rubber items, rather than concentrating on tires. Their sales plan is now geared for intensive promotion of mechanical goods, drug sundries and footwear.

# Will a Diversified Line Rout the Sales Slump Hoodoo?

WHILE 85 per cent of the rubber goods manufactured, with an annual volume of more than a billion dollars, is consumed by the automotive industry, tires representing the greatest item, the remaining 15 per cent is by no means a negligible factor. On the contrary, it is important in the diversified business of manufacturing goods with rubber as a basic material. The rubber industry manufactures more than 32,000 sizes, colors, shapes, patterns, etc., of more than 1,500 different and distinct commodities, and new items are being continually added to this great total.

As the oldest and second largest corporation in the industry, Goodrich is displaying a more aggressive activity in the sale of diversified rubber products than ever before in its sixty years of history. This activity has been augmented, recently, by the purchase of two of the largest and oldest units in the industry. Last August Goodrich purchased the assets of the Hood Rubber Company, of Watertown, Mass. This adds greatly to its volume of rubber footwear, heels and soles. Last January the Miller Rubber Company, at Akron, was acquired, again adding to its footwear volume and increasing the variety of its products.

The purchase of these two companies gave Goodrich a close second in the manufacture of rubber footwear and placed it well in the forefront in the manufacture of the more dainty and fashionable protective footwear for women with the line which the Miller company had created and in which it specialized. Miller had long been the leading manufacturer in a varied line of toy balls and inflated rubber toys. These two lines added entirely new commodities to the Goodrich line. Miller was also greatest in volume of rubber pen sacks.

But the addition of new lines to the already large variety is not the only aggressive move this company is making to increase the relative importance of its products outside of the large volume manufactured for the automotive industry. Its advertising program includes an institutional note that has not been so prominent in other years. Also, its sales organization has been planned with the idea of greater volume in mechanical goods, drug sundries and footwear.

Rubber products can be grouped in three large divisions: Tires and accessories; rubber footwear, which includes everything from the dainty stylish protective footwear to the long hip boots, and mechanical goods. The last item comprises the greatest number and is most diversified of all. There are thousands of different articles, both large and small, in this division, including druggists' sundries. Perhaps aeronautical goods, for heavier-than-air craft, would make a small fourth group, but by no means of lesser importance.

Early last fall Goodrich exhibited a more determined effort to cash in on the smaller percentage of goods sold outside of the somewhat temperamental automotive industry, by a reorganization in sales executive personnel. This reorganization presaged the acquisitions that followed. Several of these executives were then reporting directly to James D. Tew, president. With the reorganization he was relieved of certain responsibilities, leaving him free to work out the negotiations, which were followed by purchases within a few months.

T. G. Graham, first vice-president, assumed complete charge of production and sales of the automotive division, as well as becoming chief executive over the factory service division. Changes in the sales policy and personnel of the tire division fol-

lowed Mr. Graham's inauguration.

J. H. Connors, who began a career of nearly a quarter of a century in the rubber business with Goodrich at Boston, was given charge of sales and production in the mechanical goods department. Mr. Connors came back to Goodrich following his resignation as president of the Republic Rubber Company at Youngstown, Ohio.

A. B. Newhall, whose services and ability were one of the requisite conditions in the purchase of the Hood Rubber Company, was made vice-president and general manager of the newly organized Hood subsidiary and was given complete charge of footwear sales and production in the entire Goodrich organization. Both Mr. Newhall and Mr. Connors were made Goodrich vice-presidents at the last annual stockholders' meeting.

W. T. Griffiths, formerly superintendent of the Miller Rubber Company, was made vice-president and general manager of the Miller subsidiary. With this lineup, Goodrich was organized to wage an aggressive campaign in the manufacture and sale of the large variety of goods outside of automotive products.

When Phil J. Kelly was made advertising manager about two years ago he reorganized the advertising department, dividing his staff into groups of specialists. One man was given charge of footwear; another devoted his time and talents to the mechanical goods lines that yielded readily to advertising. Another specialized in tire dealer and distributor advertising and merchandising, and, with the aid of an assistant, Mr. Kelly shouldered the specific responsibility for aeronautical advertising.

This year's advertising program ushered in the newer note of institutional advertising. Each ad, of the large program in magazines and well-known trade journals, carried the idea

B Y  
MANLY  
WRIGHT  
CONANT

*Bathing caps, rubber shoes and beach toys are among the minor rubber products Goodrich is now pushing to offset the slump in the tire field.*



© Ewing Galloway

set forth in clear, direct copy that the product advertised is "another B. F. Goodrich product."

The program went farther than this and included page ads in national journals that had not previously carried this kind of copy. For instance, national journals carried an institutional ad in which was a specific message in the achievement of a conveyor belt, 10,000 feet long, being used to dump Denny hill from the heart of Seattle into Puget Sound. This method of moving a small mountain of dirt and rock was an innovation in civil engineering and furnished a unique and interesting method of exploiting conveyor belt and of impressing the public that this company was engaged in manufacturing rubber goods aside from tires and automotive accessories.

Another institutional ad, worked out in similar manner, disclosed the recognition and unique qualities of "Goodrich Cutless Bearings," which are water lubricated rubber bearings used in large and small launches, yachts, dredges and in fact every kind of craft that uses bearings where sand shortens their term of usefulness. A distinctive Goodrich product, this item in the mechanical goods line is being marketed with a well-administered program and is being aggressively extended into original equipment fields and replacement distributors. Sales are far greater this year than last and as the new product becomes better known it is being extended to

craft of larger drive shaft diameter. In addition to aggressive advertising in both national and trade journals, this product is demonstrated at all motor boat shows.

Another item showing a volume of sales April 1 in excess of the total sales last year is garden hose, also a member of the mechanical goods line. As a part of a well-defined and well-worked-out merchandising program, this item is identified by a trade name and a distinctive wrapper. Salesmen are selling hardware dealers and other distributors on the idea of aggressive advertising, of which direct-mail matter is an active and important part. These mail campaigns are sold to dealers, not given to them, but they are institutional to the dealer in that they advertise other goods of his stock besides garden hose.

Apparently a new idea, this merchandising campaign is very acceptable to dealers. The advertising specialist who conceived the program worked with salesmen and not only demonstrated that the campaign is readily salable but also demonstrated that initial orders for hose are obtained with the sale of the advertising material. Also, that the national, institutional advertising programs are good talking points for selling garden hose.

Under the stimulus of advertising built around the noted Indian, Chief Long Lance, the Goodrich footwear department, in the division appealing to boys and young athletes, has re-

sponded in a manner that demonstrates the effectiveness of advertising designed around a popular personality. Boys have taken a great interest in this romantic true American and have made the canvas and rubber shoes that Chief Long Lance endorses their favorite.

A merchandise campaign similar to that gaining a strong foothold in the hose department is employed in merchandising footwear. Direct mail, which includes carefully prepared letters and postcards, augmented by attractive advertisements in boys' magazines and other journals reaching the potential footwear customers, has helped to boost sales to the highest in its history. Of course, acquisition of the Hood company, whose footwear sales volume is large, has aided in building this new total, but the aggressive advertising and merchandising efforts on this new tack are directly responsible for a large portion of the increases.

Protective footwear is a very uncertain seasonal item. This uncertainty often gets the footwear man into a peck of trouble. This year, or rather this past season, was unfavorable to the manufacturer.

Development through research and experimenting produces new products and adds to the qualities of older products. Recently Goodrich introduced a bath cap with satin lustre finish. In overcoming undesirable effects of certain materials used, antioxidants were used in compounding

the stock for these caps which produced a far more durable article than formerly. With the large Miller line of bath caps and rubber aprons, which are included in the druggists' sundry division, Goodrich leads in sales and new merchandising and advertising methods are being employed to stimulate these sales.

During the past year or so tire salesmen have become "combination" salesmen, diversifying their lines to take in rubber belting, fire hose and other mechanical goods. The house organ, now published monthly for the entire sales force, was formerly a magazine for the tire division only. This journal helps knit the sales organization into a closer unit and promotes better sales understanding. Its pages are filled with sales ideas in lines other than tires and accessories which make it a digest of practical reference.

The idea of institutional advertising is more or less an experiment this year, but its effects are being noted and it is quite likely that it will be given still greater scope. The entire sales and advertising policy is concentrated on establishing the institution in the minds of potential prospects, regardless of the product advertised.

In the aeronautical department this company is bending every advertising and merchandising effort toward maintaining and increasing its position. There are about forty aeronautical accessories, with tires taking the lead. A new tire has been introduced recently which is a compromise between the large and small extremes of other manufacturers.

Airports are posted with enameled identification signs and direct-mail and trade-journal advertising is employed to acquaint the industry with the Goodrich products. A flying salesman is being equipped with his own plane and live dealers are merchandising aeronautical equipment at large airports, offering services similar to the road service of tire dealers to motorists. This company has also manifested an active interest in aeronautics by demonstrating the practical use of high-speed passenger planes in transportation service with its own four-passenger cabin plane.

While authorities who keep figures on the pulse of the rubber industry have indicated that the increase in the demand for replacement tires will more than offset the decrease in the demand for original equipment, because of lower schedules in automobile

factories, reports are persistent that there is more "smooth rubber" on automobile wheels than ever before in the history of the automobile. This indicates two possible things, tire experts believe: That the touring season will bring an unprecedented rush for new tires and that those tires will be in the lower-price lines. Already larger companies are making determined bids for this low-priced business in competition with mail order and chain stores. Advertising in national journals and newspaper campaigns is greater than in recent years.

Production capacity for tires is far in excess of the demand. Goodrich has anticipated results that naturally follow conditions of this nature and has extended greater and more aggressive activity in selling its other lines without slackening efforts in automotive lines. The rubber industry has by no means exhausted its possibilities and with increased emphasis on the 15 per cent outside of the automotive products, a research department of about 100 chemists and engineers, and an annual budget of more than \$100,000 for research and development, this company is not accepting defeat because of a lull in automotive activity.

## Can Salesmen Help to Solve Research Problems?

BY PERCIVAL WHITE

WHEN a new product is to be put out, when quotas are being set, when a price change is contemplated, when competitors employ a new strategy, the temptation to use the sales force for fact-finding is always present. To what extent is the sales force satisfactory for this purpose?

In many cases valuable information may be obtained from salesmen. Most sales managers receive extremely valuable information in this manner, and some companies have carried this work to a high degree of perfection. One of the country's largest concerns has for many years operated a department which edits, codifies and interprets reports from its salesmen, and resulting tabulations are used as the basis for future selling plans, follow-ups, new leads, sales ideas and the basis for sales quotas.

Another concern, manufacturing a product sold to manufacturers of machinery, obtains a very wide assortment of information through the use

of a somewhat complicated report form which the salesman fills out after every call. In the case of a highly technical product, such as this is, the very assembling of the necessary data unquestionably assists the salesman in the handling of his somewhat involved engineering problem and it leaves in his wake a fairly accurate and reliable collection of sales information which his sales manager can use to advantage.

But in consumer products, also, we find that salesmen are being used successfully as information gatherers. The Jell-O Company has used satisfactorily a form called the "Traveler's Daily Report." Items included in this form relate to such matters as: Best selling jelly powder, next best seller, size of store, competitors' products in stock, window displays, cut-outs, danglers and door signs. All of this information will have to have the salesman's attention and be discussed with the trade if he is doing a first-class selling job. The research

work consists solely in writing down the information at the completion of each call. A definite record takes the place of general impressions.

The Fuller Brush Company, which sells its products through house-to-house canvassing, has found that salesmen can do very valuable work in learning the various uses to which it brushes are put. Likewise, important information has been obtained with respect to needs which the line does not fill. Other firms have collected data in the same way.

Salesmen can and should be used to write down facts which normally come to their attention while doing a first-class selling job. Such information is often of inestimable value and this opportunity should not be overlooked.

If salesmen can do this work so well, why should there be any question as to the advisability of their doing it? But the more important question is whether someone else, who

(Continued on page 148)

# Short-range Seasons Elevate Importance of Big Store Buyers

BY PRENTICE WINCHELL

*Editor, "Draperies," the Business Paper Serving the Decorative Fabric Industry.*

The shortening of the order-delivery period means more frequent purchases, multiplies trips to market, reduces stock and aids ensemble styling. The buyer today, despite stylists and other executives, has more responsibilities than ever, a recent questionnaire to drapery departments of leading stores shows.

**P**ROPHETS who foretold the waning of the department store buyer's influence and the present eclipse of the *genus* were somewhat premature. Conditions have changed since the days when the buyer was ruler of all he surveyed in his department, but the introduction of the stylist, merchandise manager and other executive assistants has not reduced the importance of the buyer. It has merely confined his duties to the most important function of his position, increased his responsibilities mightily in that respect and relieved him of distracting details.

Hand-to-mouth purchasing has shortened the seasonal period between the order for merchandise and its resale at the store by two or three months in many departments, and more careful study of markets and even keener judgment of values is needed today.

Ensemble selling has made necessary an even wider knowledge of allied merchandise than was common in the days when each department sold its own, without help or hindrance from other sections of the store. In the home furnishings division, where ensemble selling is now being steadily developed in most large stores, the buyer of decorative fabrics, for example, must keep in close touch with the prevailing winds of fashion in furniture, floor coverings, wallpaper and lighting fixtures, including lamps. This coordinating function is the stylists' too, but no buyer worth his salt can remain ignorant of the day-by-day

swings of style in those departments allied to his own.

These facts were emphasized by the returns from a questionnaire recently sent out by SALES MANAGEMENT to one thousand buyers of drapery and upholstery fabrics in leading stores.

Back in the good old days (which were so often bad old days, if we had but known) the average order-delivery period was four, five and sometimes six months. There were two fairly well-defined buying seasons, each four to five months prior to the peak sales of each particular class of decorative fabrics. Buyers came to market centers twice and sometimes only once a year and stayed two to three weeks.

The picture has changed quite a bit in the last ten years; how much more it will change is a matter for speculation and study,—certainly the trend toward short-range buying and day-to-day shopping for style merchandise has not yet exerted its fullest influence. The extent to which it has re-

acted on buying-selling seasons in the drapery and upholstery departments is emphasized in the table below, compiled from approximately 130 replies to the questionnaire. The questions were worded, "Which are your four best months in sales of cretonnes (similarly for damasks, ruffled curtains and pillows)?" and "In which four months do you make the largest purchases of cretonnes (damasks, ruffled curtains, pillows)?"

It will be seen that the average time-lag between purchases and sales in two months in each case save one month in the fall season for ruffled curtains. That this apparent sixty-day order-sales period is tending to decrease still further, possibly to six weeks, is evidenced by comments of buyers to the effect that during the season purchases are sometimes made every week.

These stores, on the whole, deal only with manufacturers and importers. The total amount of jobber-bought merchandise is very small. The manufacturer has, therefore, a problem of increasing his manufacturing speed as well as of carrying at all times a satisfactory stock from which spot purchases may be made.

The increase in market trips is seen in the figures given as to the number of visits now made yearly to the New York market (the largest market for this merchandise). Fifty-four reporting stores still send the buyer to the principal market twice a year or less; about seventy send the buyer to New York more than twice a year and several times to Boston, Philadelphia, Chicago, San Francisco or St. Louis

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## Survey Shows Short-range Buying Trend in Decorative Fabrics (Figures represent number of stores)

	Jan.	Feb.	Mar.	Apr.	May	June	July	Aug.	Sept.	Oct.	Nov.	Dec.
Cretonnes												
Sales .....	1	8	50	117	126	75	22	12	56	80	33	5
Purchases .....	34	75	65	42	19	14	26	50	35	15	4	4
Damasks												
Sales .....	9	10	31	61	53	7	1	8	89	128	115	57
Purchases .....	22	41	36	15	3	10	43	70	59	29	12	4
Ruffled Curtains												
Sales .....	6	10	59	129	120	55	10	9	61	91	34	9
Purchases .....	25	74	67	54	27	19	30	47	41	25	6	10
Pillows												
Sales .....	6	6	17	41	72	53	15	8	23	49	80	83
Purchases .....	13	27	32	39	22	13	18	25	38	50	22	8

In the Lucky Strike advertising great care is always taken not to offend readers. In the advertisement at the left the figure of a man was substituted at the last moment for that of a woman because men are not so touchy about "beef" as women, and the woman was given her warning in the subsequent "ankle" copy.

## Lucky Strike Sales at \$200,000,000; Mr. Hill Avoids That Future Shadow

BY LAWRENCE M. HUGHES

AT ITS present sales level the American Tobacco Company will sell this year \$199,486,260 of Lucky Strike cigarettes. Because the sales curve is still swinging upward, the volume will probably be well in excess of \$200,000,000. And that is on the wholesale basis of \$6.40 a thousand, or nearly thirteen cents a package. At the established retail price of fifteen cents a package the amount of money paid by smokers for Lucky Strike cigarettes this year will be about \$225,000,000.

Two hundred million dollars will probably be the largest volume of business ever done by any manufacturer in any low-priced product. With but a few exceptions—chiefly automotive—it will be the largest volume in any product. It will be larger, probably, than the business of R. J. Reynolds Company in its Camel brand, from which Lucky Strike recently took leadership, and much larger than Liggett & Myers' Chesterfield and P. Lorillard's Old Gold.

Comparing it with the low-priced leaders in other fields, Lucky Strike's volume will be considerably larger than the business of Coca-Cola or Wrigley. Except for National Dairy

Products and Borden, it will be larger than the entire sales of any of the large food companies, such as General Foods, Standard Brands, National Biscuit and Gold Dust, for all their various products.

It will be larger than the entire sales of any automobile company, except General Motors, Ford and Chrysler; virtually as large as that of J. C. Penney Company in all its 1,400 stores; two-thirds of Woolworth or Montgomery Ward.

In any comparison, Lucky Strikes will rank high among the leaders in American business, in a year when even some of the strongest are not doing so well as they were.

This \$200,000,000 volume will be achieved entirely in Lucky Strike cigarettes. The American Tobacco Company sells a wide variety of other tobacco products, on some of which, like Bull Durham, its earlier expansion rested. But with the growing popularity of low-priced cigarettes it has concentrated primarily on this brand.

With the largest assets in the indus-

try, American Tobacco produces about one-third of the cigarettes and smoking tobacco and one-quarter of the plug tobacco used in the country. In some degree, however, its development has not been closely followed, nor its expansion fully appreciated. It has not, for example, published sales figures since 1923, when they amounted to \$138,473,340. Net income in the period 1923-1929, however, increased from \$17,768,590 to \$30,182,669, or about 75 per cent. Estimating that American Tobacco has earned about eight or nine cents, on the average, on each dollar of sales, that would bring the total 1929 volume above \$250,000,000. It may exceed \$275,000,000 this year.

Last year, net income of R. J. Reynolds Company was \$32,210,521, about \$2,000,000 more than American. Lucky Strike's rise, however, is shown in the fact that the Reynolds increase over the previous year was only about \$2,000,000, while American gained more than \$5,000,000. Lucky Strikes has taken first position from Camels, largely as a result of its

intensive "Reach for a Lucky" campaign last year, while Camel has been more inactive. For the first five months of this year, American announces an increase in net profits of 100 per cent over the same period of 1929.

To build up this sales and profit record, the American Tobacco Company has relied mainly upon advertising. For several years the advertising appropriation for Lucky Strikes has probably been larger than for any other single product, and it has increased consistently over this period.

The company's advertising and sales expense is 10 per cent of actual volume. This is divided, as George Washington Hill, president of the company, explained in an interview with *SALES MANAGEMENT*, into 5 per cent for space advertising, 2 per cent for store advertising, window displays, counter material, posters and the like, and 3 per cent for selling, which includes executive overhead.

#### \$20,000,000 Appropriation

"We have worked on this basis for twenty years," Mr. Hill pointed out, "and results have shown its soundness. Our present advertising and selling appropriation for 1930 is \$19,948,626—half of which, or about \$10,000,000 is for space in newspapers, magazines, posters, for radio programs and other regular media. About \$8,000,000 of this is spent for large space Tuesdays and Thursdays in every one of the 1,944 daily newspapers in the country. In newspapers this represents an increase of over \$2,000,000 over our expenditures last year. The total appropriation then was about \$18,000,000. Newspapers, therefore, have become an even more important Lucky Strike medium.

"The appropriation is based on past sales volume," Mr. Hill said. He emphasized, however, that this means not sales of the year before but of three months before or even less. "The advertising reflects current business levels," he said. "The appropriation is sufficiently elastic to meet conditions and opportunities as they arise. When, a few months ago, an effective window display for a mystery story, magnifying with a light a woman's shadow, suggested to me its adaption to our own 'future shadow' campaign, I immediately increased our window display appropriation four times.

"More important, however, than the size of our campaign are the methods that we follow. Today, with so many things to demand the public interest, reminder copy alone won't do. We have found we must editorialize,

dramatize, our advertising. It must compete effectively not only with other advertisements but with the news of the day. The advertisement itself must be news—human, dramatic and of personal interest to him who reads it.

"The advertisement's first job is to stop the reader, to force him to read. This is perhaps the hardest job of all. We have met it with pictures that dominate the page; with headlines that express an idea that is vital to the reader.

"Because most people, although frequently tempted to indulge, are afraid

#### "Lord! What a Flop He Must Have Hit"

George Washington Hill, president of American Tobacco Company, in an interview with *Sales Management*, selects the advertisement on the right of the opposite page as one of the two best it has ever run for Lucky Strike cigarettes.

"I defy anyone to read those advertisements and not get the humor of them," he said.

of becoming fat, I conceived the slogan, 'Avoid that Future Shadow,' based on the quotation from a poet, 'Coming events cast their shadows before.' It was directly a development of our 'Reach for a Lucky' campaign of last year.

These headlines carry definite warnings. The grotesque shadows stop the reader. The fear element causes him to read, and a description of the qualities of Lucky Strikes—including the 'extra secret heating process' and the 'endorsement of 20,679 physicians,'—does the rest."

At American Tobacco Company, Mr. Hill supervises personally every step in the creation and presentation of each advertisement. To him each piece of copy represents a message from Lucky Strikes to many millions of people. It must sway this great heterogeneous group to buy his products. He conceived the "Reach for a Lucky—," "Avoid that Future Shadow," and other campaigns for Lucky Strikes, perceived the promotional value of the "special heat-treating process" and its endorsement by thousands of physicians. Incidentally, he was personally responsible for the campaign against "spit-tipped" cigars conducted by American Cigar Com-

pany, a subsidiary, for its five-cent Cremo brand.

To insure that his ideas are effectively carried out, Mr. Hill writes 80 per cent of Lucky Strike advertisements and edits carefully each piece of copy before it is released. He also rehearses and makes last-minute changes with B. A. Rolfe and the Lucky Strike radio orchestra before the programs are broadcast. With an imagination remarkably vivid and dramatic for a business executive, an ability to express what he sees, a keen understanding of human wants and fears, coupled with a remarkable merchandising ability, he knows better perhaps than the head of any other large American business enterprises how to interest America's millions and how to persuade them to buy his products.

#### Radio Second in Importance

"Next to newspapers, our most important advertising medium is the radio," Mr. Hill explained. "The Lucky Strike orchestra and soloists broadcast twice every week, on Thursday and Saturday nights, over a nation-wide chain of National Broadcasting Company. These radio programs cost a lot of money—\$15,000 every Saturday, \$11,000 every Thursday—\$1,662,000 every year. I imagine this is a larger amount than any other advertiser spends on the air. But advertising expenditures must be considered in relation to the number of people reached, the ease with which these multitudes can be addressed and the mood they are in when they are told and sold. Radio reaches 'personally' at one time a great many people. Executives of the National Broadcasting Company tell me that our 'circulation' on each broadcast is between 25,000,000 and 50,000,000 people. They can get the Lucky Strike programs merely by turning a dial at home. It reaches them also in a receptive mood.

"We endeavor to make our programs interesting to every member of the public. I go up to the National Broadcasting Company's studios Saturday morning to hear the rehearsals and to make suggestions. Frequently I make several changes in selections immediately before the program goes on the air. Letters we have received from listeners—and the increased sale of Lucky Strikes—reveal conclusively, I think, that these methods are worth the money."

The same care and thoroughness is followed by American Tobacco in all its advertising media.

"The first newspaper 'shadow' cam-  
(Continued on page 145)

# Is There a Way to Spot the "Lemons" in the Line?

**W**HAT is the safest method for a manufacturer to test out the salability of new designs or styles in his line?

One watch manufacturer gathers his sales manager and production manager around the conference table. These three wise men look over a large group of case designs submitted for their approval and by some strange process of magic select designs that will sell.

This business continues to flourish, not because of the magic in picking the right designs, but in spite of it. Their line is successful only because they have picked sufficient designs, some of which in the wide range are bound to click with the public. How much more economical their selling would be if by some reasonable method they could foretell the few volume-selling designs and at the beginning of the year concentrate only on the manufacture of these!

Another hit-or-miss method of testing out designs is that followed by a Middle Western manufacturer who sells through jobbers and has, consequently, little contact with his retail outlets or with his buying public. He uses his office force, both employees and executives, as a proving ground, believing in this group to get a cross section of his buying public. As may be expected, when each of these eighty persons are asked to choose a few out of a number of designs, each immediately puts himself in the role of an expert and judges on the basis of what he believes will sell. This process of thinking in no way is comparable to the buying psychology of the customer, who does not place himself in the role of the expert, but when he sees something he likes, says "Gimme."

A large New York advertising agency recently gave up the practice of using its staff of more than 280 as a proving ground, for advertisements, labels, packages, slogans.

Some manufacturers, realizing that their own staff may be too prone to play the role of experts, use friends as testers. This method is also not trustworthy. Invariably, unless the product sells to the upper class market,

Many manufacturers still put out new designs and styles basing production schedules on the opinions of executives, on the vote of the office staff or on some other method that amounts to sheer guesswork—and trust to luck they have picked a fair percentage of winners. Mr. Suhr here suggests sounder testing methods which are now coming into vogue.

BY FRED SUHR

*Associate Editor, SALES MANAGEMENT*

the friends of executives do not have their pulse on the desires of the great buying public. Again, friends are so sympathetic to the ability of the company's executives that they can hardly be expected to give a candid opinion. Their friendship serves to make them optimistic. They are "yes" men, for sentiment's sake.

Neither are the manufacturer's salesmen a safe testing group. True, the sales force, once it has committed itself to a design, is morally bound to sell it. It has left no alibi. But thus they oversell it. Unless the public buys it, the reaction is just as harmful.

The same is true of most retailers. Likewise are they without an alibi when they have accepted a design. But their reaction is even worse. It may be that they counteract their poor judgment by price-cutting on their wrong guesses. Or they unfairly build up a discontent with the manufacturer's whole line.

However, some merchandise managers in department stores are beginning to study the *why* of the products they sell. They no longer buy on pure intuition. On the contrary, they are studying sales figures. They are trying to discover what these mean in terms of public buying preferences. They are beginning to find, for instance, that after gray greens have sold well for a while some new color can be expected to follow. If they close their eyes, not to opportunity, but to think it through, they will see after

looking at gray greens that these appear red. Hence red follows gray greens. They are also finding out that after a fashion of square designs some change is wanted by the public and that designs with rounded motifs will take their place.

Except for the judgment of this group, which fortunately is on the increase, the safest testing ground for the manufacturer is the public itself. To make use of this test before gambling on large runs, the manufacturer should try out his merchandise in test cities. Sell a small amount of the new designs to a cross section of picked retailers in these cities. Through this cross section let the public decide. As a safeguard get some investigators, not necessarily salesmen (who are notably poor investigators), to hang around these retail counters to note the public's taste at work. In addition to giving the manufacturer the right answer, such investigation may disclose merchandising ideas that can be applied throughout the country. Or it may point to merchandising mistakes that can be rectified before any big damage is done.

The quickest way for the manufacturer to convince himself that the public alone is the only appeal in this matter of testing new designs is to watch the public in action at the counter. He will see that the public buys emotionally and that the public's reactions at the counter are hardly premeditated. That the public buys on

*(Continued on page 152)*

# June and Six Months' Newspaper Lineage in Eighty-one Cities

In the compilation below will be found lineage figures for 237 newspapers in eighty-one cities for June and the first six months of 1930. One city, Miami, shows a gain for the month of June over the same month of 1929, while thirty-five newspapers have gained over the same period of last year. Seven cities and thirty-five newspapers show gains over the six-month period, as compared to 1929, with the San Francisco *News* leading in gains. The eighty-one cities show a total of 188,771,378 lines for June, a loss of 23,783,683 over that of June, 1929, or a loss of 11.2 per cent. A total of 1,174,929,725 lines is shown for the 237 newspapers listed here for the six months period, a loss of 106,888,335 over the first six months total for last year, or a loss of 8.4 per cent. These figures are compiled by SALES MANAGEMENT, the New York *Evening Post*, Advertising Records and Media Records, Inc.

	June		Six Months	
	1930	Change Over 1929	1930	Change Over 1929
Akron	2,375,296	— 783,426	14,907,890	— 3,949,760
Albany	2,457,455	— 206,274	13,647,989	— 807,096
Allentown	1,592,402	— 240,660	10,333,456	— 1,077,048
Altoona	884,352	— 101,635	5,390,519	— 563,898
Atlanta	2,522,884	— 400,624	16,378,432	— 1,379,714
Baltimore	3,729,318	— 101,219	23,227,435	— 335,836
Birmingham	2,150,638	— 461,202	14,210,171	— 2,218,890
Boston	4,898,116	— 656,099	31,540,120	— 2,226,775
Bridgeport	1,988,123	— 211,731		
Buffalo	2,634,928	— 860,180	17,491,086	— 4,007,015
Camden	1,414,516	— 356,419	9,536,538	— 1,779,272
Canton	1,626,275	— 141,725	10,019,486	— 794,808
Cedar Rapids	687,697	— 41,044	4,345,174	— 11,169
Chattanooga	1,247,943	— 85,943	7,785,843	— 449,663
Chicago	6,347,364	— 1,021,437	40,205,466	— 7,130,691
Cincinnati	3,229,126	— 292,801	20,311,850	— 1,872,291
Cleveland	3,433,775	— 327,660	21,125,048	— 1,706,783
Columbus	2,729,717	— 376,661	17,408,009	— 2,044,821
Dallas	2,898,768	— 257,858	19,064,969	— 433,030
Dayton	2,565,024	— 259,588	16,334,308	— 169,648
Denver	1,880,295	— 285,112	11,178,453	— 1,481,236
Des Moines	1,575,146	— 83,102	9,682,942	— 435,761
Detroit	4,617,298	— 957,628	28,469,126	— 4,740,148
Elizabeth	595,686	— 43,708	5,895,834	— 559,202
Flint	1,158,976	— 198,497	7,466,228	— 867,643
Fort Wayne	1,543,266	— 242,385	10,303,926	— 1,013,276
Fort Worth	1,741,614	— 156,086	11,127,240	— 463,386
Gary	779,719	— 70,745	5,181,035	— 449,684
Greensboro	972,064	— 135,717	5,553,853	— 986,227
Harford	2,458,957	— 144,512	14,786,540	— 842,933
Houston	2,795,786	— 350,882	17,566,556	— 1,033,004
Indianapolis	2,610,087	— 622,473	16,044,528	— 2,773,494
Jackson	741,196	— 250,455	5,137,361	— 688,380
Janesville	585,374	— 49,675	3,052,336	— 60,606
Kalamazoo	979,256	— 103,263	5,996,349	— 322,485
Kansas City	2,980,691	— 457,545	18,283,921	— 1,231,642
Knoxville	1,385,258	— 95,830		
Lancaster	605,807	— 157,209	4,006,708	— 322,678
Los Angeles	5,545,484	— 845,880	34,658,456	— 4,555,152
Louisville	2,701,674	— 220,371	16,685,545	— 1,760,030
Memphis	2,307,319	— 250,992	15,144,451	— 883,393
Miami	1,482,285	— 355,131	11,675,076	— 1,820,553
Milwaukee	2,755,876	— 313,981	16,994,277	— 1,347,212
Minneapolis	2,707,645	— 253,613	17,073,561	— 1,131,240
New Bedford	860,262	— 228,103	5,770,744	— 427,981
New Orleans	3,035,707	— 556,950	19,978,145	— 2,236,044
New York	13,905,326	— 1,793,591	85,903,763	— 9,957,021
Newark	1,600,680	— 204,538	10,176,219	— 860,260
Oakland	2,303,868	— 214,368	13,221,082	— 967,918
Oklahoma City	2,084,404	— 261,100	12,834,696	— 987,056
Omaha	1,652,955	— 308,077	10,224,403	— 519,867
Philadelphia	6,046,778	— 765,504	36,808,337	— 4,425,498
Pittsburgh	3,990,128	— 279,772	25,125,576	— 1,087,780
Portland, Ore.	2,703,652	— 79,310	16,900,814	— 60,382
Providence	2,630,107	— 192,930	16,205,461	— 969,224
Reading	1,282,316	— 89,054	8,486,520	— 23,758
Richmond	1,802,444	— 209,062	10,965,682	— 549,794
Rochester	2,930,920	— 368,814	18,821,896	— 1,457,470
St. Joseph	892,934	— 69,188	5,735,562	— 362,362
St. Louis	3,521,680	— 655,480	22,283,880	— 2,983,040
St. Paul	2,129,260	— 244,580	14,325,262	— 733,460
Salt Lake City	1,929,606	— 405,790	11,594,100	— 1,106,238
San Antonio	2,402,077	— 525,403	15,307,706	— 2,083,267
San Francisco	3,800,092	— 156,741	24,510,636	— 207,593
Scranton	1,661,548	— 231,686	10,727,143	— 1,765,498
Seattle	2,832,222	— 240,994	16,937,177	— 1,068,570
South Bend	1,716,255	— 254,242	10,546,566	— 1,217,182
Spokane	1,771,837	— 267,367	11,712,714	— 891,336
Springfield, Ill.	1,363,544	— 116,550	8,131,060	— 614,964
Springfield, Mass.	1,456,028	— 207,914	9,007,684	— 414,400
Syracuse	2,367,225	— 301,449	15,091,640	— 1,276,348

\*No Sunday edition.

	June		Six Months	
	1930	Change over 1929	1930	Change over 1929
Tacoma	1,677,972	— 270,191	10,630,211	— 800,242
Topeka	1,103,130	— 45,878	6,606,446	— 1,364,587
Trenton			5,223,587	— 716,589
Tulsa	1,908,792	— 94,036	11,364,255	— 1,009,794
Utica	1,407,658	— 67,060	8,539,482	— 731,038
Washington	3,981,275	— 299,911	24,192,085	— 1,687,862
Wheeling	1,288,365	— 34,884	8,046,536	— 49,593
Wilkes-Barre	2,131,430	— 521,570	13,996,052	— 1,995,420
Worcester	1,678,425	— 102,882	10,258,732	— 528,592
Totals	188,771,378	— 23,783,683	1,174,929,735	— 106,888,335
<b>AKRON</b>				
Times-Press	1,125,502	— 387,380	6,658,236	— 2,054,804
*Beacon-Journal	1,249,794	— 396,046	8,249,654	— 1,894,956
Totals	2,375,296	— 783,426	14,907,890	— 3,949,760
<b>ALBANY</b>				
Knickerbocker Press	820,886	— 200,641	4,541,450	— 760,521
*Evening News	738,368	— 56,763	4,613,206	— 140,773
Times-Mirror	898,201	— 51,130	4,493,333	— 187,348
Totals	2,457,455	— 206,274	13,647,989	— 807,096
<b>ALLENSTOWN, PA.</b>				
Morning Call	940,884	— 137,788	6,127,520	— 630,350
*Chronicle News	651,518	— 102,872	4,205,936	— 446,698
Totals	1,592,402	— 240,660	10,333,456	— 1,077,048
<b>ALTOONA, PA.</b>				
*Mirror	684,352	— 101,633	5,390,519	— 563,898
<b>ATLANTA</b>				
Journal	1,119,342	— 215,670	7,304,414	— 786,618
Constitution	875,336	— 96,908	5,542,776	— 423,920
Georgian & Amer.	528,206	— 88,046	3,532,242	— 169,176
Totals	2,522,884	— 400,624	16,378,432	— 1,379,714
<b>BALTIMORE</b>				
Sun	1,189,112	— 197,207	7,376,723	— 681,151
*Evening Sun	1,333,651	— 25,467	8,397,404	— 415,934
American	211,250	— 45,690	1,230,714	— 351,410
*News	681,621	— 82,955	4,325,840	— 538,026
*Post	313,684	— 7,190	1,896,754	— 128,187
Totals	3,729,318	— 101,219	23,227,435	— 335,836
<b>BIRMINGHAM</b>				
Age-Herald	569,842	— 141,526	3,873,940	— 549,234
News	1,148,070	— 315,938	7,583,548	— 1,442,294
*Post	432,726	— 3,738	2,752,683	— 227,362
Totals	2,150,638	— 461,202	14,210,171	— 2,218,890
<b>BOSTON</b>				
Herald-Traveler	1,365,963	— 129,562	8,802,343	— 278,502
Globe	1,258,795	— 158,812	8,034,834	— 528,201
Post	991,247	— 246,936	6,579,156	— 858,390
*Record (tab)	128,541	— 18,647	818,851	— 69,632
Amer. and Sunday Adv.	604,720	— 1,025	3,785,172	— 61,848
*Transcript	548,850	— 140,461	3,519,764	— 569,666
Totals	4,898,116	— 656,099	31,540,120	— 2,226,775
<b>BRIDGEPORT</b>				
*Telegram	657,664	— 107,338		
Post	675,531	— 62,360		
Sun. Post	107,525	— 40,989		
*Times Star	458,797	— 7,511		
Sun. Herald	88,606	— 8,555		
Totals	1,988,123	— 211,731		
<b>BUFFALO</b>				
Courier-Express	740,814	— 249,371	4,972,099	— 977,360
Times	596,854	— 471,870	4,231,567	— 2,705,083
*News	1,297,260	— 138,939	8,287,420	— 324,572
Totals	2,634,928	— 860,180	17,491,086	— 4,007,015
<b>CAMDEN</b>				
Evening Courier	727,097	— 161,096	4,891,286	— 907,603
Morning Post	687,419	— 195,323	4,645,252	— 871,669
Totals	1,414,516	— 356,419	9,536,538	— 1,779,272
<b>CANTON</b>				
Repository	1,146,599	— 127,550	6,968,406	— 822,857
Daily News	479,676	— 14,174	3,051,080	— 28,049
Totals	1,626,275	— 141,725	10,019,486	— 794,808
<b>CEDAR RAPIDS, IA.</b>				
*Eve. Gazette & Rep.	55,324	— 33,646	3,559,879	— 50,086
Sun. Gaz. & Rep.	132,373	— 7,398	785,295	— 38,917
Totals	687,697	— 41,044	4,345,174	— 11,169
<b>CHATTANOOGA</b>				
*News & Times				

# Buying Power of Pacific Northwest Farmers is 41% Greater Than Nation's Average



## WASHINGTON IDAHO-OREGON PRODUCE

1 / 3	NATION'S APPLES
1 / 7	NATION'S WOOL
1 / 8	NATION'S SHEEP
1 / 10	NATION'S WHEAT
1 / 12	NATION'S POTATOES
1 / 12	NATION'S CONDENSED MILK

\$86,000,000 Dairy Products  
\$58,000,000 Poultry-Eggs  
\$225,000,000 Live Stock



Value of Poultry Products in the Pacific Northwest has doubled in 10 years' time.

Value of Dairy Products has increased 92% in 4 years.

A

CCORDING to the U. S. Department of Agriculture the average buying power of Washington, Idaho and Oregon farmers for the 5-year period 1924-1928 was 41% greater than the nation's farm average. This is due partly to the fact that farms in this section are a third larger in size than the average for the nation; and partly to the favorable climate, fertile soil and abundance of water for irrigation. In consequence, Pacific Northwest farmers have an unusually large cash surplus for the purchase of articles of many kinds for their farms and homes.

## EXPENDITURES OF PACIFIC NORTHWEST FARMERS IN SOME LEADING LINES—1930

(Estimates based either upon U. S. government figures as to proportion of total income expended for certain commodities; or upon statements of hundreds of typical dirt farmers in Washington, Idaho and Oregon as to their consumption of various articles.)

Ammunition	\$ 1,156,973	Farm Implements,	
Automobiles	17,779,655	Machinery, Tools	43,121,000
Bacon, Ham, Lard & Lard Substitutes	5,000,000	Fertilizer	1,621,718
Baking Powder	460,801	Shoes	6,146,413
Canned Milk	860,145	Underwear	2,244,168
Cereals & Breakfast Foods	1,213,337	Overalls	1,641,199
Coffee	1,864,904	Rubber Footwear	1,218,157
Crackers	545,803	Other Wearing	
Tea	363,921	Apparel	57,330,063
Other Food Products	94,439,179	Soaps and Cleaners	2,104,280
Cross Cut Saws	117,917	Washing Machines	2,683,151
		Gasoline	17,020,356
		Lubricating Oil	5,524,491
		Cup & Axle Grease	252,405
		Kerosene	1,322,139
		Oil for Sprays	604,677
		Fly Repellants	321,758
		Prepared Poultry Feed	8,800,418
		Prepared Dairy Feed & Calf Meal	285,007
		Seed	8,318,730
		Unlisted Items	175,930,235

Total Spendable Income \$460,293,000

(Basis of 1928 figures.)

To reach and influence this highly prosperous farm market you need the state farm weeklies: *The Washington Farmer*, *The Idaho Farmer* and *The Oregon Farmer*, whose localized home-state service means thorough coverage and real influence. These state weeklies reach 7 out of every 10 farmers in their states, their circulation of over 110,000 being 83% UNduplicated by any other single farm paper or magazine.



## WASHINGTON IDAHO-OREGON

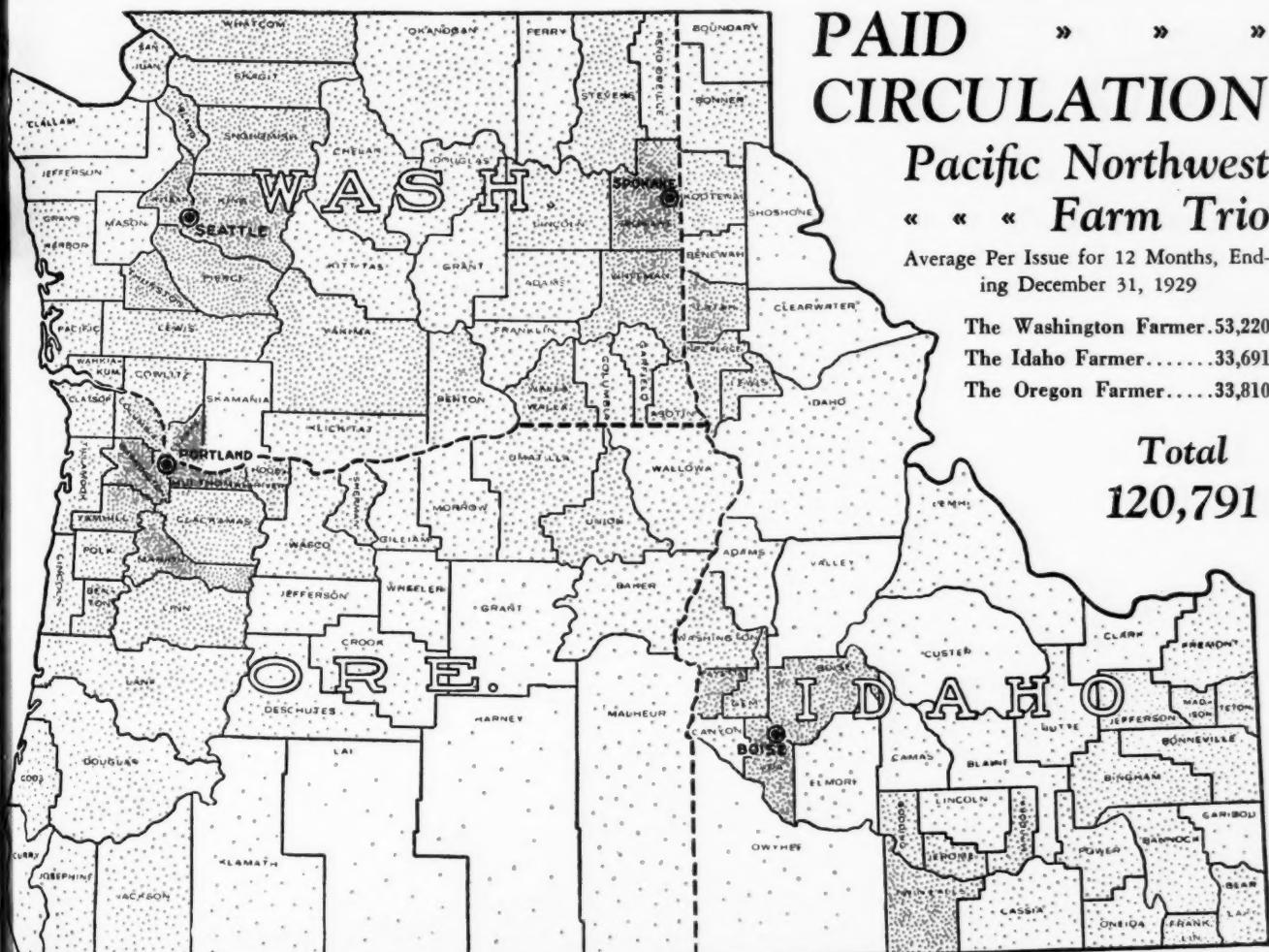
YIELD.	MORE
32%	POTATOES PER ACRE
52%	MORE WHEAT PER ACRE
53%	MORE HAY PER ACRE
65%	MORE BERRIES PER ACRE
134%	MORE VEGETABLES PER ACRE
200%	MORE APPLES PER ACRE
33%	MORE MILK PER COW
25%	MORE EGGS PER HEN

THAN NATION AS  
A WHOLE



THE PACIFIC FARMER  
THE WASHINGTON FARMER

General Offices: Spokane, Advertising Representatives: Ass'ts, New



# PAID CIRCULATION

## Pacific Northwest Farm Trio

Average Per Issue for 12 Months, Ending December 31, 1929

The Washington Farmer 53,220

The Idaho Farmer 33,691

The Oregon Farmer 33,810

**Total  
120,791**

Each dot represents Ten Paid in Advance Subscribers

The Washington Farmer, The Idaho Farmer and The Oregon Farmer reach 7 out of every 10 farms in their States.

### How Pacific Northwest Farm Trio's Circulation Is Obtained

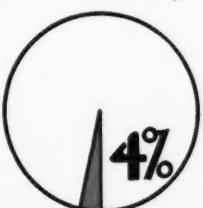
(Figures cover all subscriptions received entire year 1929)



**SALARIED  
CONVASSERS**  
*Under complete  
control of manage-  
ment nothing to  
offer or sell except  
the papers on their  
merits.*



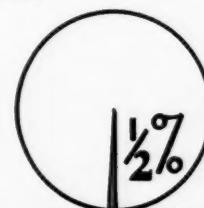
**DIRECT  
BY MAIL**  
*With no induce-  
ment to subscribe  
except merit of  
paper alone.*



**BOY AND GIRL  
CLUB RAISERS**  
*Collecting full sub-  
scription price and  
paid for work by  
article of merchandise.*



**CLUBBED WITH  
RURAL SUBSCRIBERS**



**POSTMASTERS**  
*Whom readers  
ask to send in their  
remittances for  
them.*



**TOTAL  
100%  
ALL STRICTLY  
PAID IN  
ADVANCE**

**NO PREMIUMS  
NO PRIZE CONTESTS  
NO SHEET WRITERS**

Member Audit Bureau of Circulation

**NO BULK CIRCULATION  
NO NEWS DEALER CIRCULATION  
NO SUBSCRIPTIONS IN ARREARS**



HEART OF THE PACIFIC NORTHWEST

The Spokane Country—101,733  
urban families. The Spokesman-Review  
and Spokane Chronicle, circulation  
95,000 (86% Unduplicated.)

PACIFIC NORTHWEST FARM TRIO

FARMER THE OREGON FARMER  
Offices: Seattle, Portland, Boise  
Ass'ts: New York, Chicago, San Francisco

	June 1930	Change over 1929	Six Months 1930	Change over 1929	June 1930	Change over 1929	Six Months 1930	Change over 1929	
<b>CINCINNATI</b>									
*Post	746,508	— 36,302	4,770,360	— 439,726	1,463,266	— 300,636	9,086,770	— 1,498,406	
*Times-Star	1,100,974	— 142,394	7,050,080	— 939,818	621,404	— 134,988	3,892,126	— 683,130	
Enquirer	1,092,518	— 129,570	6,745,844	— 527,156	1,237,320	— 46,984	7,708,176	— 412,804	
Tribune	289,126	+ 15,465	1,745,566	+ 34,409	359,926	+ 2,380	2,106,566	— 93,618	
Totals	3,229,126	— 292,801	20,311,850	— 1,872,291	281,792	— 40,544	1,825,768	— 122,108	
<b>CLEVELAND</b>									
Plain Dealer	1,280,636	— 252,856	7,883,081	— 991,482	5,545,484	— 845,880	34,658,456	— 4,555,152	
News-Leader	853,644	— 23,624	5,531,307	— 162,870	1,233,763	+ 2,501	7,354,065	— 55,866	
*Press	1,299,495	+ 51,180	7,710,660	+ 552,431	537,498	— 184,894	3,761,803	— 810,498	
Totals	3,433,775	— 327,660	21,125,048	— 1,706,783	930,413	— 37,978	5,569,677	— 893,666	
<b>COLUMBUS</b>									
Dispatch	1,435,795	— 210,351	9,110,856	— 1,447,039	2,701,674	— 220,371	16,685,545	— 1,760,030	
Journal	469,414	— 71,929	2,885,947	— 276,066	Commercial-Appeal	1,036,049	— 181,622	6,780,053	— 462,658
*Citizen	824,508	— 94,381	5,411,206	— 321,716	*Evening Appeal	646,093	+ 3,934	4,286,807	+ 80,913
Totals	2,729,717	— 376,661	17,408,009	— 2,044,821	*Press-Scimitar	625,177	— 65,436	4,077,591	+ 501,643
<b>DALLAS</b>									
News	840,592	— 231,776	5,736,088	— 568,502	Totals	2,307,319	— 250,992	15,144,451	— 883,393
*Journal	476,218	+ 61,270	3,265,873	+ 732,804	Herald	917,181	+ 240,016	6,906,256	+ 882,161
Times-Herald	1,188,966	— 122,071	7,665,182	— 460,027	News	565,103	+ 115,115	4,768,820	+ 938,392
*Dispatch	392,992	+ 34,719	2,397,826	— 137,305	Totals	1,482,285	+ 355,131	11,675,076	+ 1,820,553
Totals	2,898,768	— 257,858	19,064,969	— 433,030	Journal	1,512,471	— 223,072	9,138,688	— 741,336
<b>DAYTON</b>					Sentinel	450,324	+ 66,757	2,926,780	— 346,796
News	1,240,288	— 112,924	7,789,922	— 131,012	*Leader	220,354	+ 61,047	1,234,246	+ 120,683
*Herald	812,728	— 10,724	5,309,822	+ 220,836	*Wis. News	572,727	+ 85,199	3,694,563	— 379,763
Journal	512,008	— 135,940	5,234,564	+ 259,472	Totals	2,755,876	— 313,981	16,994,277	— 1,347,212
Totals	2,565,024	— 259,588	16,334,308	— 169,648	Tribune	1,081,077	— 121,057	6,788,492	— 528,403
<b>DENVER</b>					Journal	1,058,867	— 158,824	6,703,383	— 720,386
News	599,041	— 145,871	3,567,281	— 939,821	*Star	567,701	+ 26,268	3,581,686	+ 117,549
Post	1,281,254	— 139,241	7,611,172	— 541,415	Totals	2,707,645	— 253,613	17,073,561	— 1,131,240
Totals	1,880,295	— 285,112	11,178,453	— 1,481,236	Times	430,340	— 126,710	2,988,289	— 98,440
<b>DES MOINES</b>					*Evening Standard	353,543	— 63,947	2,274,103	— 200,217
Register	704,680	— 103,024	4,387,923	— 250,064	Sunday Standard	86,379	— 37,446	508,352	— 129,324
*Tribune	870,466	+ 19,922	5,295,019	— 185,697	Totals	860,262	— 228,103	5,770,744	— 427,981
Totals	1,575,146	— 83,102	9,682,942	— 435,761	Times-Picay	1,364,657	— 248,454	8,797,599	— 930,442
<b>DETROIT</b>					Item	723,670	— 100,735	4,704,911	— 424,255
News	2,253,538	— 470,484	14,066,444	— 2,624,678	States	570,401	— 121,085	3,852,463	— 538,272
Times	1,034,698	— 197,526	6,373,458	— 1,723,022	*Tribune	376,979	— 86,676	2,623,172	— 343,075
Free Press	1,056,818	— 289,870	6,587,882	— 1,561,798	Totals	3,035,707	— 556,950	19,978,145	— 2,236,044
†Detroit Daily	272,244	+ 252	1,441,342	+ 1,169,350	Times	2,167,885	— 494,575	13,893,506	— 2,708,593
Totals	4,617,298	— 957,628	28,469,126	— 4,740,148	Herald-Tribune	1,418,086	— 291,750	9,301,259	— 1,507,819
<b>ELIZABETH</b>					World	942,219	— 286,150	5,866,273	— 1,246,303
*Daily Journal	959,686	— 43,708	5,895,834	— 559,202	American	932,737	— 164,812	5,708,132	— 706,886
Journal	1,158,976	— 198,497	7,466,228	— 867,643	News	1,022,945	+ 95,175	6,276,175	+ 374,481
FORT WAYNE, IND.	702,436	— 122,084	4,661,492	— 568,929	*Mirror	260,315	+ 68,178	1,333,782	+ 125,550
*News-Sentinel	840,830	— 120,301	5,642,434	— 444,347	*Sun	1,208,472	— 245,255	8,476,027	— 910,012
Totals	1,543,266	— 242,385	10,303,926	— 1,013,276	*Journal	1,054,165	— 11,249	6,744,745	— 556,759
<b>FORT WORTH</b>					*Evening World	780,705	— 18,392	4,912,396	— 275,141
Star-Telegram	827,386	— 146,972	5,242,748	— 401,394	*Post	356,130	— 116,486	2,676,699	— 572,135
*Record-Telegram	391,664	— 69,916	2,644,894	— 246,134	*Graphic	321,445	— 38,093	1,774,894	— 193,776
*Press	522,564	+ 60,802	5,239,598	+ 184,142	*Telegram	497,238	— 61,139	2,996,452	+ 54,547
Totals	1,741,614	— 156,086	11,127,240	— 463,386	Brooklyn Eagle	1,527,851	— 139,548	8,394,147	— 941,578
*Post-Tribune	779,719	— 70,745	5,181,035	— 449,684	*Standard Union	299,543	— 47,762	2,013,213	— 572,113
<b>GREENSBORO, N. C.</b>					Brooklyn Times	446,130	— 27,012	2,768,213	— 97,239
Daily News	534,440	— 66,557	3,347,131	— 495,891	Bronx Home News	469,460	— 14,721	2,767,850	— 114,129
Daily Record	337,624	— 69,160	2,206,722	— 490,336	Totals	13,905,326	— 1,793,591	85,903,763	— 9,957,021
Totals	972,064	— 135,717	5,553,853	— 986,227	*Evening News	1,600,680	— 204,538	10,176,219	— 860,260
<b>HARTFORD</b>					Tribune	1,341,536	— 102,298	8,350,370	— 741,762
Courant	1,013,071	— 75,400	—	—	*Post-Inquirer	962,332	— 112,070	4,870,712	— 226,156
*Times	1,445,886	— 69,112	—	—	Totals	2,303,868	— 214,368	13,221,082	— 967,918
Totals	2,458,957	— 144,512	14,786,540	— 842,933	<b>OKLAHOMA CITY</b>	869,960	— 124,236	5,241,404	— 412,650
<b>HOUSTON</b>					Oklahoman	696,696	— 93,660	4,413,038	— 277,984
Chronicle	1,238,566	— 120,344	7,622,384	— 267,512	*Times	517,748	— 43,204	3,180,254	— 296,422
Post-Dispatch	1,038,142	— 129,318	6,501,530	— 375,228	Totals	2,084,404	— 261,100	12,834,696	— 987,056
*Press	519,078	— 101,220	3,442,642	— 390,264	World-Herald	1,073,128	— 101,346	6,578,666	— 252,778
Totals	2,795,786	— 350,882	17,566,556	— 1,033,004	Bee-News	579,827	— 206,731	3,645,737	— 267,089
<b>INDIANAPOLIS</b>					Totals	1,652,955	— 308,077	10,224,403	— 519,867
*News	1,231,344	— 289,023	7,758,435	— 1,412,121	Inquirer	1,335,290	— 344,876	8,122,320	— 1,369,291
Star	898,482	— 238,404	5,350,059	— 1,003,545	Record	808,816	+ 34,658	4,165,944	— 411,690
*Times	480,261	— 95,046	2,956,034	— 357,828	Ledger	971,210	— 151,656	5,959,136	— 915,544
Totals	2,610,087	— 622,473	16,044,528	— 2,773,494	*Evening Ledger	889,844	— 189,186	5,648,592	— 1,047,610
<b>JACKSON, MICH.</b>					*Bulletin	1,602,343	— 87,164	9,893,190	— 606,748
Citizen-Patriot	741,196	— 250,455	5,137,361	— 688,380	*News	439,275	— 27,280	3,019,155	— 15,385
*Gazette	3,052,336	+ 60,606	—	—	Totals	6,046,778	— 765,504	36,808,337	— 4,425,498
Journal	585,374	— 49,675	3,509,790	— 489,832	Press	1,917,687	— 206,878	10,982,809	— 1,800,146
Gazette	979,256	— 103,263	5,996,349	— 322,485	Sun-Telegraph	1,396,119	+ 29,274	9,570,104	+ 1,281,069
Journal-Post	540,395	— 167,876	3,448,892	— 646,563	*Post-Gazette	676,322	— 102,168	4,572,663	+ 568,703
Star	1,519,105	— 232,479	9,336,126	— 564,104	Totals	3,990,128	— 279,772	25,125,576	— 1,087,780
*Morning Star	921,191	— 57,190	5,498,903	— 20,975	(Sun-Telegraph figures exclusive of American Weekly figures. Department stores were out of Press during January and February, 1930, thus causing heavy loss for Press during those months.)				
Totals	2,980,691	— 457,545	18,283,921	— 1,231,642	<b>PORTLAND, ORE.</b>				
<b>KNOXVILLE</b>					Oregonian	924,952	— 116,718	5,707,492	— 542,108
Journal	723,772	— 78,638	—	—	Journal	891,618	+ 13,538	5,445,146	— 277,830
News-Sentinel	661,486	— 17,192	—	—	*Telegram	511,700	+ 7,196	171,360	
Totals	1,385,258	— 95,830	—	—	*News	375,382	+ 16,674	3,362,982	+ 153,300
<b>LANCASTER, PA.</b>					Totals	2,703,652	— 79,310	16,900,814	+ 60,382
Intellig.-Jour. New Era	605,807	— 157,209	—	—					
<b>LOS ANGELES</b>									
Times	1,581,776	— 325,108	10,039,050	— 1,745,086					

# Do You Do Any Broadcasting? Do You Contemplate Any?

If so, here is some news of  
real interest to you

Edward Lyman Bill, Inc., a publishing organization with a background of over fifty years, announces the formation of Radio Digest Publishing Corporation, with headquarters in New York. This company has purchased RADIO BROADCAST, formerly published by Doubleday, Doran & Co., RADIO REVUE of New York, and RADIO DIGEST of Chicago.

Effective with the September, 1930, issue, these three magazines will be merged and published under the name of RADIO DIGEST, as a national magazine serving the American radio public.

The officers of the Radio Digest Publishing Corporation are: *President*, Raymond Bill; *Vice-Presidents*, J. B. Spillane and Randolph Brown; *Treasurer*, Edward Lyman Bill, all of whom have had extensive experience in the music and radio fields, and all of whom are principals in Edward Lyman Bill, Inc., and Federated Business Publications, Inc., the latter including among its other properties RADIO-MUSIC MERCHANT (formerly TALKING MACHINE WORLD).

In addition to the Board of Contributing Editors, the personnel of which will be announced later, the executive editorial staff is: *Editor*, Raymond Bill; *Advisory Editor*, Henry J. Wright, formerly editor of the NEW YORK GLOBE and of the NEW YORK SUN; *Associate Editor*, Charles R. Tighe, formerly managing editor of RADIO-MUSIC MERCHANT, and *Managing Editor*, Harold P. Brown, editor of RADIO DIGEST under its former management.

The business organization is as follows: *Business Manager*, Lee Robinson, also business manager of RADIO-MUSIC MERCHANT (formerly TALKING MACHINE WORLD Telephone Lexington 1760). *Advertising representatives*: R.

G. Maxwell & Co., Inc., 420 Lexington Avenue, New York (*Telephone Lexington 0338*), and Mallers Building, Chicago (*Telephone Central 7860*). The head of this company, Ray Maxwell, is one of "The Four Maxwells," the others being, respectively, president of Crowell Publishing Co., Life Publishing Co. and Williams & Cunningham Advertising Agency.

The circulation of RADIO DIGEST alone averaged 114,000 for the first six months of 1930 and at 35 cents per copy. While this constitutes an exceptional record for a new magazine, it is no more than an indication of what the future holds for the dominant magazine of the radio field. The public interest in this magazine is obviously logical because radio is destined to play an important role in the future of the entire world and of the life of those by whom it is peopled.

For those who can *act quickly* a very interesting proposition is available. Inquiries for details should preferably be sent by telegram or telephone. Anyone interested in broadcast advertising and in the ways and means of making their expenditures more profitable should not miss the chance to know about this special opportunity.

RADIO DIGEST,  
420 Lexington Ave.,  
New York City.

Please let me have the details of your new plan.

Name .....

Firm .....

Address .....

.....

	June 1930	Change over 1929	Six Months 1930	Change over 1929		June 1930	Change over 1929	Six Months 1930	Change over 1929
<b>PROVIDENCE</b>									
Journal	866,868	— 60,629	5,186,768	— 107,365					
*Bulletin	1,287,581	+ 17,570	7,936,058	+ 167,020					
Tribune			232,232						
Sunday News-Tribune	36,502	— 6,140	172,885	— 99,267					
News-Tribune	439,156	+ 88,501	2,909,750	+ 547,544					
Totals	2,630,107	— 192,930	16,205,461	— 969,224					
<b>READING, PA.</b>									
Eagle	641,942	— 103,432	4,346,468	— 334,110					
*Times	640,374	+ 14,378	4,140,052	+ 357,868					
Totals	1,282,316	— 89,054	8,486,520	+ 23,758					
<b>RICHMOND</b>									
*News-Leader	940,870	— 83,944	5,778,598	— 204,708					
Times-Dispatch	861,574	— 125,118	5,187,084	— 345,086					
Totals	1,802,444	— 209,062	10,965,682	— 549,794					
<b>ROCHESTER</b>									
Journal American	848,510	— 109,432	5,402,184	— 244,453					
*Times-Union	996,291	— 94,522	6,718,647	— 401,325					
Dem. & Chron.	1,086,119	— 164,860	6,701,065	— 811,692					
Totals	2,930,920	— 368,814	18,821,896	— 1,457,470					
<b>ST. JOSEPH, MO.</b>									
*News-Press	531,958	+ 224	3,536,036	— 65,632					
Gazette	360,976	— 69,412	2,199,526	— 296,730					
Totals	892,934	— 69,188	5,735,562	— 362,362					
<b>ST. LOUIS</b>									
Post-Dispatch	1,713,880	— 281,680	10,736,880	— 1,237,040					
Globe-Democrat	954,000	— 258,600	5,890,500	— 1,428,000					
*Star	532,200	— 98,100	3,586,200	— 360,600					
Times	321,600	— 17,100	2,070,300	+ 42,600					
Totals	3,521,680	— 655,480	22,283,880	— 2,983,040					
<b>ST. PAUL</b>									
*Dispatch	741,370	— 46,200	4,975,572	— 222,208					
Pioneer	810,446	— 133,952	5,340,902	— 329,714					
News	577,444	— 64,428	4,008,788	— 181,538					
Totals	2,129,260	— 244,580	14,325,262	— 733,460					
<b>SALT LAKE CITY</b>									
Tribune	1,023,834	— 244,790	5,909,190	— 779,856					
*Deseret News	410,326	— 111,398	2,768,752	— 121,212					
Telegram	495,446	— 49,602	2,916,158	— 205,170					
Totals	1,929,606	— 405,790	11,594,100	— 1,106,238					
<b>SAN ANTONIO</b>									
Express-News	1,600,122	— 403,855	10,311,523	— 1,391,441					
Light	801,955	— 121,548	4,996,183	— 691,826					
Totals	2,402,077	— 525,403	15,307,706	— 2,083,267					
<b>SAN FRANCISCO</b>									
*News	698,697	+ 101,119	4,761,258	+ 1,026,143					
Chronicle	995,164	— 59,997	6,219,490	— 244,608					
Examiner	1,332,736	— 249,252	8,361,431	— 962,341					
*Call-Bulletin	773,495	+ 131,389	5,168,457	+ 388,399					
Totals	3,800,092	— 156,741	24,510,636	+ 207,593					
<b>SCRANTON</b>									
*Times	900,312	— 101,927	5,744,459	— 812,700					
*Republican	465,822	— 59,122	2,981,020	— 537,880					
*Sun	295,414	— 70,637	2,001,664	— 414,918					
Totals	1,661,548	— 231,686	10,727,143	— 1,765,498					
<b>SEATTLE</b>									
Times	1,405,429	— 96,317	8,207,584	— 493,797					
Post-Intellig.	878,424	— 100,574	5,348,829	— 415,300					
*Star	548,369	— 44,103	3,380,764	— 159,473					
Totals	2,832,222	— 240,994	16,937,177	— 1,068,570					
<b>SOUTH BEND, IND.</b>									
Tribune	871,070	— 128,695	5,289,554	— 619,970					
News-Times	845,185	— 125,547	5,257,012	— 597,212					
Totals	1,716,255	— 254,242	10,546,566	— 1,217,182					
<b>SPokane</b>									
Spokesman-Review	651,971	— 132,848	4,123,504	— 567,622					
*Chronicle	764,916	— 127,600	5,211,282	— 468,662					
*Press	354,950	— 6,919	2,377,928	+ 144,948					
Totals	1,771,837	— 267,367	11,712,714	— 891,336					
<b>SPRINGFIELD, ILL.</b>									
State Journal	662,564	— 8,498	3,709,230	— 170,436					
State Register	700,980	— 108,052	4,421,830	— 444,528					
Totals	1,363,544	— 116,550	8,131,060	— 614,964					
<b>SPRINGFIELD, MASS.</b>									
Repub. & News-Union	1,456,028	— 207,914	9,007,684	— 414,400					
Herald	871,965	— 106,963	5,480,591	— 521,439					
*Journal	681,193	— 26,112	4,258,417	— 270,128					
Sun. American	154,304	— 23,557	1,070,122	— 44,833					
Post Standard	659,763	— 144,817	4,282,510	— 439,948					
Totals	2,367,225	— 301,449	15,091,640	— 1,276,348					
<b>TACOMA</b>									
Ledger	528,771	— 136,101	3,430,946	— 442,408					
*News Tribune	670,418	— 92,419	4,202,542	— 392,682					
*Times	478,783	— 41,671	2,996,723	+ 34,848					
Totals	1,677,972	— 270,191	10,630,211	— 800,242					
<b>TOPEKA</b>									
Daily Capital	708,393	— 15,624	4,151,413	— 827,883					
State Journal	394,737	— 30,254	2,455,033	— 536,914					
Totals	1,103,130	— 45,878	6,606,446	— 1,364,797					

	June 1930	Change over 1929	Six Months 1930	Change over 1929		June 1930	Change over 1929	Six Months 1930	Change over 1929
<b>TRENTON</b>									
*Times									
Sun. Times Advertiser									
Totals									
<b>TULSA</b>									
Tribune	916,119	— 14,459	5,487,890	— 300,179					
World	992,673	— 79,577	5,876,365	— 709,615					
Totals	1,908,792	— 94,050	11,364,255	— 1,009,794					
<b>UTICA</b>									
*Press	546,042	— 38,178	3,429,342	— 445,186					
Observer-Dispatch	861,616	— 28,882	5,110,140	— 285,852					
Totals	1,407,658	— 67,060	8,539,482	— 731,038					
<b>WASHINGTON</b>									
Star	1,973,749	— 183,374	12,031,662	— 1,352,117					
Post	607,758	— 158,990	3,795,909	— 726,528					
*Evening Times	626,757	— 23,32	3,889,744	— 125,009					
Herald	528,397	— 6,26	3,027,618	— 85,121					
*Evening News	244,614	— 25,590	1,447,152	— 180,653					
Totals	3,981,275	— 299,91	24,192,085	— 1,687,862					
<b>WHEELING</b>									
News	816,246	— 46,05	5,112,503	— 59,973					
*Intelligencer	472,119	+ 11,202	2,934,033	+ 109,366					
Totals	1,288,365	— 34,85	8,046,536	+ 49,593					
<b>WILKES-BARRE</b>									

## Bakers May Inaugurate National Drive to Aid Bread Consumption

A nation-wide advertising campaign to increase the domestic consumption of wheat by 100,000,000 bushels a year is expected to be decided on at the international conference of the baking industry at Atlantic City, September 22, Henry Stude, of Houston, Texas, national president of the American Bakers' Association, told SALES MANAGEMENT this week.

The "Back to Bread!" program would be planned both as a farm relief and a health measure.

"Before the War Americans consumed 5.30 bushels each a year," Mr. Stude said. "Now the figure is 4.26. The reduction was brought about during the War, when the Government carried on a campaign to raise more wheat and eat less bread. Now it says raise less wheat, but it says nothing about eating more bread. Farmers would gain millions and the problem of wheat farming relief would be largely solved if we only ate bread as we did before the World War.

"An important part of our campaign will be to restore the confidence of the public in white bread. It is one of the most nutritious of foods, containing nothing but flour, sugar, milk, malt, salt and shortening, and is non-fattening, although that is not the popular notion now.

"The French people are the most stylish on earth, yet they are the heartiest white bread eaters in any country. White bread as a fattening agent has been held up by faddists, but it is nothing of the sort. We do not, of course, ban whole wheat, rye, bran or other breads, but merely wish to restore white bread to its proper place."

## C. C. Younggreen Joins Dunham-Lesan Agency

Charles C. Younggreen, formerly president of the Advertising Federation of America, has retired as vice-president and general manager of Klau-Van Pietersom-Dunlap-Younggreen, Inc., Milwaukee agency, and has acquired an interest in and been elected president of Dunham-Lesan Company, Inc., Chicago advertising agency, the name of which has been changed to Dunham-Younggreen-Lesan Company.

John H. Dunham has been elected chairman of the board to succeed H. E. Lesan, who will continue as a director and part owner of the company.



*The first prize of \$1,000 in the Glass Container window display contest went to this window in Los Angeles.*

## Glass Container Group Picks Best Windows

A window exhibit of glass-packed foods and beverages, arranged by Young's Market Company, Los Angeles, has been awarded first prize of \$1,000, in a nation-wide contest among retailers conducted by the Glass Container Association of America. Total awards of \$9,135 were made to the stores in various sections of the country, and special prizes of \$350 and \$250 were given to packers' and jobbers' salesmen.

The contest was for the purpose of demonstrating the sales value in the "eye-appeal" of foods in glass containers. The contestants were required to arrange their windows of all glassed products and to let them stand one week. One of the two slogans of the association: "See What You Buy—Buy in Glass" or "Only the Best Can Be Packed in Glass" was to be displayed.

## Philippines to Launch Advertising Program

The Philippine Tourist Association, Manila, will inaugurate soon a nation-wide advertising campaign under the direction of Lord & Thomas and Logan, San Francisco.

James King Steele, executive secretary of the association, will arrive in San Francisco about August 12 to work out details with the agency.

## Salpa Ready to Attack International Market

Coincident with an agreement with E. J. Towle Company, San Francisco, Seattle and Los Angeles, to function as sales representative on the Pacific Coast and in the Rocky Mountain section, the American Salpa Corporation, New York, manufacturer of rehided and recombined leather, announced this week the appointment of a group of Canadian agents.

Edward R. Lewis Leather Company, Ltd., Toronto, will cover the province of Ontario, excluding the cities of Ottawa, Port Arthur, Fort William and Kenora; Canadian Leather Company, Ltd., Montreal, Province of Quebec, Maritime Provinces and city of Ottawa; and Martin Engers, Winnipeg, Manitoba, Saskatchewan, Alberta and part of British Columbia.

An advertising program is now being worked out under the direction of N. W. Ayer & Son, Inc.

## Cruse to Direct Sales for Postal Telegraph

A. W. Cruse has been appointed general sales supervisor of the Postal Telegraph-Cable Company, New York. Formerly supervisor of sales records, Mr. Cruse came to Postal from the International Telephone & Telegraph Corporation, with which it is affiliated. He was formerly commercial director of the Chile Telephone Company and director of publicity for the South American general staff.

## "Curb Service" and Patented Tray Build a Nation-wide Business

Four hundred and fifty jobbers, now distributing to thousands of drug and grocery stores, wayside refreshment stands and other outlets, have adopted "curb service" for motorists as a result of the ingenuity of W. L. McGinley of Dallas, Texas.

Mr. McGinley's idea was a tray that would fasten over the door of a car, working somewhat in the manner of an arm in a one-arm lunchroom. He got the idea from watching men and women juggle loose trays in front of drug stores. He saw them get their clothes soiled, so he developed a non-tippable tray.

He obtained patents, set up the Tray Service Company of Dallas and became president. He prepared to make money—but didn't. Few dealers got excited over his tray.

He sold a few, in lots of one, and gave some more away. But repeat orders failed to come.

"The trouble's not with the tray," Mr. McGinley argued. "Neither is it with the idea." So he began to study the situation, and decided:

"I've got to sell a thing which I will call Curb Service."

But at first even that didn't go. Dealers got the idea all right, but they didn't know how to put it over. So Mr. McGinley had to go out and show them. He'd sell the idea to a store properly located. Then he'd hire the boys, uniform, drill and train them. And when he'd got them all set he'd open up—with advertising—and instantly get response. It worked.

Take the case of Profant, 5200 West Madison Street, Chicago. He has a drug store that not long ago was just a drug store. He got the Curb Service bug and look at him now. He has fifteen boys serving drinks and a boy on roller skates picking up empties. He's serving customers parked in cars on three sides of the block!

Down in Peoria, Illinois, curb service lifted ice cream traffic on one corner from 3,000 to 11,000 gallons a year. Another corner, doing a moderate business, went up to 14,000 gallons after curb service was put in.

The idea has spread to other sections of the country.

Atlantic & Pacific stores have been experimenting with soda fountains and curb service in Oklahoma. Kroger stores are testing the idea out in Cincinnati. Walgreen has found it good in St. Louis, Indianapolis and

other places. Coca-Cola has featured curb service, with a picture of Mr. McGinley's tray in its advertising. Then came something else!

Some stores found that if cars could park end-on more cars could be served. A few began to cut back their curbs. "Built-in curbs," Mr. McGinley calls them. So he got out bulletins to the soda fountain, soft drink and barbecue trade telling about it. He became a building adviser.

Successful in changing a custom of serving drinks, he set out to change a custom of building. And today stores all over the land, drink stands, barbecues, contemplating curb service where they can, are setting back their curbs.

Many curb customers send the boys in for drugs, sundries and other things.

"All I really have to do," Mr. McGinley explained to *SALES MANAGEMENT*, "is to start a key dealer or two in any town or city; get him going properly and it's all over town.

"I sell the service idea—curb service—and it sells the trays."

To stimulate summer business the Eureka Vacuum Cleaner Company has just inaugurated a special offer of free attachments, valued at \$8.30, with every one of its standard models. The attachments include a Sanitor and sanitizing compound and hair-drier.

## Campfire and Angelus Marshmallow Unite

The Campfire Company and the Angelus marshmallow division of the Cracker Jack Company have been consolidated, with general offices at 531 South Sangamon Street, Chicago.

The new organization, to be known as the Angelus-Campfire Company, will operate as a distinct organization and not as a division of the Cracker Jack Company.

Officers will be: Paul L. Redel, president; H. A. Cole, F. P. Warren and F. A. Werner, vice-presidents, and E. R. Shields, secretary and treasurer.

The Campfire account is handled by N. W. Ayer & Son, Inc.; the Cracker Jack by Batten, Barton, Durstine & Osborn.

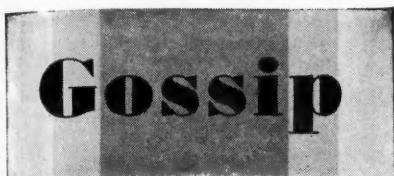
## Sweepstakes Will Aid Dodge Boat Sales

Six thousand dollars in cash prizes will be awarded by the Horace E. Dodge Boat & Plane Corporation of New York and Newport News, Virginia, in the Dodge-Sixteen Sweepstakes, a fifty-mile single-heat race for its sixteen-foot runabouts, as a part of the program of the Detroit International Regatta, September 1. The race is sanctioned by the American Power Boat Association.

In addition to ten prizes of from \$1,500 to \$50, the corporation will award \$50 to the owner of the leading boat at the end of each lap.



*"All I really have to do is to start a key dealer or two in any city, get him going properly—and it's all over town," reports the originator of "Curb Service."*



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ARTHUR L. THEXTON, account representative of Procter & Collier Company, Cincinnati, has been placed in charge of a new radio department there. . . . WILLIAM P. ELLIS, formerly advertising manager of Continental Motors Corporation, is now connected with Jay H. Maish Company, Marion, Ohio, as an account executive. . . . K. ALFRED PFETSCH has joined the New York City sales staff of McCandlish Lithograph Corporation, Philadelphia. . . . BARNEY J. OLDFIELD has become Southwest regional manager of Reo Motor Car Company, Lansing, Michigan. Recently he has been special representative of the Federal Truck Company in the South. . . . ALFRED E. HAMMER, Eastern representative at New York of the Chicago *Herald-Examiner*, has also been retained in a similar capacity with the Pittsburgh *Sun-Telegraph*. He will contact offices of New York retail firms which have Pittsburgh branches. . . . J. PAUL BURLINGAME, who has been connected with the United States Department of Commerce on the census of manufacture and distribution, has joined King & Wiley & Company, Cleveland agency, as assistant account executive. . . . R. D. LESHER is now in charge of the Cleveland zone for Olds Motor Works, Lansing, Michigan. . . . EUGENE W. PARSONS, advertising manager of the Chicago *Tribune* for a number of years, recently with the *United States Daily*, will become president of the New York *Evening Graphic*, August 1. . . . C. A. WEBB is now sales manager in charge of the City of Chicago district for the Universal Atlas Cement Company, a subsidiary of the United States Steel Corporation. He succeeds W. L. GREENLY, who has been transferred to the general sales office. . . . RALPH W. PRENTISS has become general sales representative of the Claybourn Process Corporation, Milwaukee. For the last eight years he has served as special sales representative for the Babcock Printing Press Manufacturing Company. . . . FRED DIEFENBACH has joined the Robert E. Ramsay Organization, sales promotion, New York, as associate on art-visuals. . . . SWEENEY & McDONALD, Boston, will represent *Holiday*, New York, in the New England territory. . . . ARTHUR K. HOULBERG, recently in charge of art and production for Bellamy-Neff Company, has joined the art and layout staff of Vanderhoof & Company, Chicago agency.

#### Lineage Correction

Since there was some discrepancy between the May lineage figures for the San Francisco newspapers which we published June 28 and the final Media Records figures, we are printing this correction:

	1930	1929	Change
Chronicle	1,126,276	1,192,639	- 66,363
Examiner	1,444,067	1,680,581	-236,514
Call-Bulletin	916,146	895,307	+ 20,839
News	845,690	724,462	+121,228

#### Parry Agency Moves

Tom Jones Parry, Inc., Seattle advertising agency will move next week to the Joseph Vance Building.

## The Christian Science Monitor



National advertisers of Food Products use the Monitor not only for its influence in the home but for its influence with the dealer.

1400 grocers who advertise in the Monitor comprise a market in which the manufacturer may increase sales and add new outlets.

Over 500 Monitor representatives in constant touch with this nation-wide market stand ready to "merchandise" every big national campaign.

Isn't it significant that such advertisers as Campbell, Heinz, Crosse & Blackwell, Monarch, and Ralston buy space in the Monitor?

May we show you the way to broaden your market and increase your sales . . . for food products or any other product that appeals to quality-minded people?

Published by The Christian Science Publishing Society, Boston, U. S. A.  
TP 21-7/30

## Editorials

**B**RAINS AND KNOWLEDGE: The superior advantage of sound general thinking and careful research over mere technical dexterity, when wise merchandising is essential to success, is indicated rather strikingly by two cases recently reported in the daily press. A silk company which was suffering from competition and quick changes in styles was taken over by a couple of industrial engineers unversed in silk making. It had been following old-country ideas that went with the capital invested in it; the machinery was out of date, the labor inefficient. These were replaced. Distribution was clogged. Short cuts were adopted which opened direct selling to stores and makers of dresses. This necessitated wide-awake stylists to insure salable lines. As a result of these changes the company is now making money. . . . In the case of a woolen mill, the same transformation was accomplished by a man with none but business school training. By study of potential markets and trends he discovered large demand for goods his mills could make at a profit. These he supplied and cut out all others. He also eliminated waiting stations on the road to quick sales, modernized the whole outfit, and in a comparatively short time was earning returns large enough to give substantial value to stock in the company which the owners, before his day, had been willing to sell at a nominal price. We should hear less than we do of business without profit if capital made sure of management possessing good brains as well as routine experience.

from arrest either of the buying spirit or ability to satisfy desires: a great peak of buying power stimulated an output of manufactured goods which is more than sufficient for impaired buying power. . . . The farmer's hope lies in finding a means of feeding millions in other lands whose food rations are still far short, or in diversification of his crops. The manufacturer must trim his sails to suit the prevailing breeze or use his brains in discovering better means of selling what he makes. In neither case will advantage come from wage curtailment that discourages actual or potential customers. We are feeling the effects of relatively slight unemployment because in many fields the wage scale is still too near the level of sheer necessities of life, and high-wage labor, that buys freely, is the first to be laid off.

**S**TEERING A STEADY COURSE: Comment on business conditions these days is largely taken up with problems very different from those which engaged attention only a few months ago. Then the talk was of expansion—more intensive cultivation of existing markets and plans for entering new markets. Optimism and enthusiasm ruled the council room. Today we are hearing more of retrenchment—elision of doubtful markets and reasons for deferring advances into new territory. Hesitation and doubt are the ruling influences. Accompanying the new notes is a tendency to condemn those who, in the first shock of a radical change in conditions, ventured suggestions not yet fully vindicated by events. . . . This is natural. Human nature in the mass is sensitive to immediate environment. The facts of today easily take on an aspect of importance which the facts of yesterday as easily lose. Some of us pride ourselves on readiness to adjust our thinking overnight to the conditions of the moment, as though extreme flexibility was in itself a virtue of surpassing excellence. Self-satisfaction of this kind stands out for approval against a background of one-track minds and dogged resistance to change. The rational attitude, which encourages examination of essential facts of any situation and judgment based on their relation to fundamentals of all time, gives little heed to either of these extremes. We are passing through the valley of shadows that follows peaks on every road of progress. To those of us whose experience is brief the shadows seem more portentous than they are. They do not enliven the spirits of anyone. But they are really harmful in the long run only to those whom they move away from sane thinking and consistent courses.

**U**NDERCONSUMPTION: There is nothing new in the distinction which is now being emphasized between overproduction and underconsumption. The older political economists were aware of it and students of business cycles have frequently drawn from it the obvious lessons. Its particular pertinence to the juncture now confronting us is to be found in two circumstances: the very long strides which have been taken during the last decade in perfecting methods of production, and the concurrent acceptance of high wages and full employment as the solidest foundation of buying power. . . . As a matter of fact the two phrases mean the same thing as far as practical results are concerned. The difference lies in the causes. Agriculture in this country is suffering from excess of fecundity: too much land is under cultivation and the harvests are too large to justify prices which will meet the costs of production under almost any circumstances. Industry, on the other hand, is suffering from the sort of redundancy which ensues

HAY,  
SUHR,

## Lucky Strike Sales at \$200,000,000

(Continued from page 133)

aign showed chins only," he pointed out. "The second, for the two-month period of May 15-July 15, depicted larger shadows, usually of the entire form.

"We want to warn the reader of the danger in excesses. But we are careful not to offend. Last May an advertisement was prepared showing the shadow of a woman, under the headline, 'Beef to the Ankles.' It was a good headline—one that would cause any woman or man to stop and look, and read. But at the last moment, to avoid giving offense to some women who are a little touchy on this subject, a picture of a man was substituted. Men would more easily see the humor in that fat person's situation—and the headline was too good to waste. A few days later appeared the picture of the woman's limbs, under a more subdued line, 'You Can't Hide Fat, Clumsy Ankles.'"

### Fear Element Dominates

Often frankly ludicrous and grotesque, the fear element nevertheless prevails in all the copy of the series. Mr. Hill realizes that with a great many people the fear of becoming fat is a great and intensely personal problem. He never attempts to say that cigarettes will make people thin. Realizing the human inclination, at all times and in all places, to "nibble," he merely suggests the smoking of Lucky Strikes as a safe and pleasant substitute. Sometimes there is humor in the copy, sometimes pathos—but always a strong emotional appeal.

Two of the best advertisements Lucky Strike has ever run, Mr. Hill believes, appeared in newspapers this month. One of them, July 3, showed a dreamy, beautiful young woman against the background of the bulking shadow which a few years of excesses might create. The headline was, "It's a Pity to Be Fat." The other, July 1, was more of a comic cartoon. Carrying only the slogan, "When tempted to overindulge, Reach for a *Lucky* instead," a fat shadow, in a bathing suit, was taking an awkward dive.

"I defy anyone to read these papers," Mr. Hill said, "and not get the intriguing beauty of the one and the humor of the other. Lord! What a flop that fat fellow must have hit!"

### International Filter Moves

International Filter Company and associated companies have removed their general offices and engineering department to the Buckingham Building, 59 East Van Buren Street, Chicago.



## HOUSTON'S PROGRESS IN 10 YEARS

As Houston has prospered in the past ten years, so have the industries who have utilized Houston as a market.

This rapid growth has been economically healthy. Every town and village, in fact the entire trade area in which Houston is the keypoint, has enjoyed a similar growth.

Comparative figures of industrial importance for the year 1920 and the year 1929 will show emphatically the future value of Houston to the manufacturer and distributor.

<u>~1920~</u>		<u>~1929~</u>	
138,276	POPULATION	289,428	*
\$8,529,247.00	BUILDING PERMITS	\$29,533,910.00	
\$1,504,251,520.00	BANK CLEARINGS	\$2,008,863,851.00	
\$1,328,212.00	POSTAL RECEIPTS	\$2,195,485.00	

\* 1930 CENSUS

In addition, the following figures for the month of April 1930 will show the preferred classification of people who are making Houston their permanent home.

WATER CONNECTIONS	43.851
LIGHT CONNECTIONS	80.404
TELEPHONE CONNECTIONS	68.785

These statistics exemplify the progress of Houston in the past ten years and prove conclusively the potential value of Houston as a market for your products.

TO REACH THIS MARKET MOST COMPLETELY  
AND MOST ECONOMICALLY, CAN ONLY BE  
ACCOMPLISHED BY USING.....

## THE HOUSTON CHRONICLE

Houston's Major Medium

HOUSTON  
"Texas Largest City"

JOHN M. BRANHAM CO. National Representatives

## Increased Advertising Lifts Campbell Sales to Highest Levels

A considerable increase in advertising effort in the first six months of this year—involved its first national campaign in newspapers as well as consistent schedules in magazines and car cards—has been instrumental in pushing the sales of the Campbell Soup Company, Camden, New Jersey, to the highest level in its history, Dr. John T. Dorrance, president, announced this week.

In the last twelve months 48,500,000 more cans of its tomato soup, the largest-selling Campbell product, were used in the United States than in any previous period, Dr. Dorrance said. It represented an increase of \$4,000,000 in the dollar volume of this one product alone.

After an absence of fifteen years, during which the bulk of its advertising went into magazines, Campbell last winter resumed newspaper advertising on an extensive scale. Newspapers in sixty cities are now employed.

Magazines, however, will continue to be the company's principal medium, H. F. Jones, advertising manager, explained to *SALES MANAGEMENT*.

## Automotive Export Men Organize

"To promote among American automotive manufacturers, their export managers and export representatives, a more enlarged and friendly intercourse and cooperation," the Overseas Automotive Club, Inc., has been established at 460 West Thirty-fourth Street, New York.

Some sixty-five export and domestic sales managers and other executives in this field are members, with P. F. Baillet, foreign sales manager, president; George Tiffany, Overseas Motor Service Corporation, and C. M. Peter, Black & Decker Manufacturing Company, vice-presidents; George E. Quisenberry, Business Publishers International Corporation, secretary; R. C. Thompson, Prest-O-Lite Storage Battery Sales Corporation, treasurer, and Jay S. Tuthill, Business Publishers International Corporation, assistant secretary-treasurer.

The association will hold monthly meetings at the Hotel Astor which will be addressed by automotive export executives, and annual dinner meetings for overseas guests at the New York Automobile Show in January and at the Motor and Equipment Association Show in November.

ANNOUNCING  
THE APPOINTMENT OF  
Mat H. Friedman  
and  
Sidney W. Brown  
*Chicago, Ill.*  
*as*

## WESTERN REPRESENTATIVES

Southern Advertising  
and Publishing

The Southern Printer

The Southern Jeweler

The Southern Stationer  
and Office Outfitter

OFFICES AT SUITE 1616  
155 N. CLARK STREET

CHICAGO, ILL.

*Telephone - Dearborn 8335*

## ABERNETHY-TURRENTINE PUBLISHING COMPANY

Mortgage Guarantee Building  
ATLANTA, GEORGIA

## BEGINNING A NEW STRING?

From June, 1929, through May, 1930—eleven months—*SALES MANAGEMENT* showed an increase in advertising revenue each month over the same month of the preceding year. In June we lost out—four issues didn't quite equal the five issues of June, 1929.

But in July we began—so we hope—a new record. The four issues were 13% ahead of last year.

Publishers, agencies and others with a story to tell national advertisers find *SALES MANAGEMENT* vital and responsive.

## Account Changes

B. V. D. COMPANY, INC., New York City, B. V. D. underwear, to Pedlar & Ryan, Inc., there.

LEVY BROTHERS & ADLER-ROCHESTER, INC., Rochester, New York, Adler-Rochester clothes for men, to Homer McKee Company, Inc., New York City.

CALIFORNIA PRUNE & APRICOT GROWERS' ASSOCIATION, San Jose, to Long Advertising Service, there.

BROWN & WILLIAMSON TOBACCO CORPORATION, New York, new "Wings" cigarette, to Batten, Barton, Durstine & Osborn, Inc., New York.

W. F. YOUNG, INC., Springfield, Massachusetts, Absorbine, Jr., South American advertising account to Jordan Advertising Abroad, Inc., New York.

NATIONAL BELLAS HESS COMPANY, New York, to Gotham Advertising Company, there. Campaigns to be run in several foreign markets.

INTERNATIONAL DRUGGISTS & CHEMISTS LABORATORIES, Binghamton, New York, Magnesia Divina, to Jordan Advertising Abroad, Inc., New York. Campaign in Colombia, South America.

CLEGG LOCK WASHER COMPANY, Chicago, Clegg "Ded-Lok" washers, to M. Glen Miller, there.

SCARR TRANSPORTATION SERVICE, New York and Philadelphia, Central Union Bus Terminal and Philadelphia Bus Terminal, Inc., to James F. Newcomb & Company, Inc., New York City. Newspapers and direct advertising.

AMERICAN MUTUAL LIABILITY INSURANCE COMPANY, Boston, to N. W. Ayer & Son, Inc.

SOUTH BEND LATHE WORKS, South Bend, Indiana, to Lamport, Fox & Company, of that city.

PYRENE MANUFACTURING COMPANY, Newark, New Jersey, to James Langdon Taylor, New York City. Business papers and direct mail.

LEWIS CORPORATION, Minneapolis, Lewis air conditioner for offices, residences and hospitals, and Humitrol, automatic control of humidity, to Olmsted-Hewitt, Inc., there. General magazines, business papers and direct mail.

E. COUDRAY, New York and Paris, perfumer, to Menken Advertising, Inc., New York City.

MUNICIPAL SERVICE CORPORATION, Los Angeles, national advertising campaign for a new "Howard H. Jones Collegiate Football Game," to Hammel Advertising Corporation there.

LIFE UNDERWRITERS' ASSOCIATION OF NEW YORK CITY to Rudolph Guenther-Russell Law, Inc., there.

## New England's Second Largest Market

In the first six months of 1930

The  
Providence Journal-  
Bulletin  
printed

**13,122,826 lines  
of paid advertising**

This is a gain of 59,605 lines over the corresponding period of 1929, the best previous record.

This is more than 80% of the total advertising in Providence daily and Sunday newspapers during this period.

Year after year these newspapers have made a steady gain in advertising patronage—because they produce results.

The reader confidence and circulation dominance of these publications make them valuable mediums for advertisers.

**Circulation 128,158  
Net Paid**

**Providence Journal Company  
Providence, R. I.**

*Representatives*

CHAS. H. EDDY COMPANY  
Boston New York Chicago

R. J. BIDWELL COMPANY  
Los Angeles San Francisco Seattle

TRAINED  
IN  
**Helpfulness**  
*to guests*



What most Statler guests are apt to remember longest is the cheerful, helpful service they get in these hotels. They remember, in other words, Statler employees.

It is Statler policy to go beyond routine in service to guests, and to meet the unusual request, the emergency condition, with *helpfulness*.

So, in these hotels, your satisfaction can be — and is — guaranteed.

**HOTELS**  
**STATLER**  
BOSTON DETROIT  
BUFFALO ST. LOUIS  
CLEVELAND NEW YORK  
[Hotel Pennsylvania]

## Can Salesmen Help to Solve Research Problems?

(Continued from page 130)

is not selling, cannot do the job better or more economically. You, a sales manager, can quite probably do a better selling job than your star salesman. But would it pay you to go out and do this job for him? It would not. Then it is fair to ask whether the salesman, who also is a very important person in these days and whose every minute is valuable, should not have some of his minor functions taken away from him and given to some less highly paid, but perhaps even more efficient, individual.

A sidelight was thrown on this question by an analysis which was made of some of the salesmen's reports, alluded to above. The results tended to show that many of the best reporters were the poorest salesmen, while many of the best salesmen, knowing that their record of sales was all-sufficient, would not take the trouble to make out the bothersome blanks. Only the very exceptional man could be depended upon to do both things satisfactorily.

### Good Reporter Lost Business

Recently the case of a branch manager came to my attention. This man had been holding down his job well for a number of years. At least, so his principals used to think. His reports were remarkably complete, clear and informative. They gave seemingly unassailable arguments why the business in his territory was falling off. When this man was retired from office, through the intercession of a wise sales manager, an impressive heritage of call reports was found. But the condition among the trade was very unsatisfactory, and competition had been getting the business. Today his successor is having a hard fight to regain lost ground.

Perhaps it is open to question whether the natural-born salesman, so-called, wants to keep his office informed of conditions in the territory. Perhaps he is inclined to wonder whether he is not risking some opportunities if he reports conditions too fully or too accurately. And sometimes there is a good deal of foundation for his wonderment.

For the unearthing of facts which do not ordinarily come to the salesman's attention, their use has not been found very satisfactory. The reasons for this are as follows:

1. The salesman's job is to sell. It is probably cheaper to let him do the job in which he is a specialist.

2. The basis of successful selling is optimism about the product and the company which makes it. Successful research, on the other hand, demands the truth, regardless of how much this may hurt.

3. Salesmen often resent research as an extra job and a thankless one. This reflects upon both the quality and the quantity of the work.

4. Salesmen do not know how to conduct research interviews.

Research interviewing requires that the person giving information be at his ease. No thought that he may be asked to buy anything should be allowed to arise. One standard introduction is, "I am not trying to sell anything, but merely wish to learn of your experience with —." Where a salesman is known, prospects automatically adopt a defensive attitude. Where the salesman is unknown, selling habit tends to result in a positive type of approach and an attempt to influence the subject's views.

### Diametrically Opposite

In research fact-gathering, the person interviewed should be asked questions with no attempt to influence the answers through suggestion. Skillful interviewers, in fact, often manage to direct the conversation along the desired lines without ever letting the prospect know that he is being questioned. Successful fact-gathering demands that the personal opinions of the interviewer should be eliminated. Successful selling, on the contrary, necessitates projecting the salesman's ideas to the prospect. The two standpoints are diametrically opposite.

The best interviewers are those who deliver the most reliable information at the least cost. The expense per call or per day is incidental, as compared to the total cost for a reliable conclusion. The use of skilled persons is usually most economical. P. W. Combs, manager of advertising (Detroit) for the General Motors Corporation, states: "We have found that the well-trained, higher-priced interviewers are worth the additional cost."

When the information desired does not ordinarily come to the salesman in his regular calls, the best plan is to use skilled field investigators. In-

formation from salesmen can be used to supplement such data, although every effort should be made to avoid antagonizing the sales force. Even in this case, the question often occurs as to whether it would not be less costly in money and selling morale to have the salesmen do only selling.

Research is rapidly becoming one of the major forces in business. Too great a force, perhaps. The extent to which it is carried in some cases does not seem to be justified. As with the scientific management movement, which brought the word "efficiency" into such disrepute, market research is in danger of being run into the ground. This danger is a very real one, especially to men who think they know all about it. These men expect more of research than research is capable of giving them in return. It is like some new tool which is strange to them, and which they think is going to work wonders.

Such men are often tempted to make use of salesmen as a means of gathering market data. Plenty of attempts have been made. Some of them have been successful. But the safer way seems to be to have field work done by properly qualified investigators, who have nothing to do but to bring back the facts, leaving the selling job to men who have nothing to do but to bring back orders. It is to such lines that the best modern practice in business organization conforms.

### Short-Range Seasons Elevate Buyers

(Continued from page 131)

in addition. More than thirty stores report buyers' trips more than five times a year.

These facts do not indicate any lessening of the buyer's influence or any decrease in his importance; on the contrary, they point very strongly to a greater need of sound buying judgment, wide knowledge of the merchandise and capable exercise of both in making quick purchases for equally quick resale.

### Westinghouse Inaugurates Window Display Contest

Three hundred and twenty-five dollars in prizes will be given by the *Lamp Merchant*, of the Westinghouse Lamp Company, New York, for the best window displays featuring its products.

The contest, to run until October 1, is open to the company's "A" agents throughout the United States.

# • • • an interesting fact

It is recognized today that in the general trend of business progress advertising agencies play a leading part. The part played by them is not only in the designing and planning of advertising but is primarily in the previous research which leads to accurate information as to the value and importance of media and markets.

The Post-Standard values the confidence of these agencies which have chosen its pages for the presentation of their sales stories to Syracusans for 1930.

139 Advertising Agencies—all

of them important factors in the success of the products which they advertise—are constantly placing advertising in The Post-Standard. They, after proper consideration, have found this medium to be effective in creating proper acceptance for the products advertised.

It is evident that such a number of leading advertising executives can't be wrong in their selection of media. It is also evident that during their many years' experience they have learned to discriminate, and thus have placed their confidence in The Post-Standard.

Sales managers considering new markets can avail themselves of many important and interesting facts regarding the marketing opportunities in Syracuse and vicinity.

Inquiries directed to any one of our offices will receive our immediate attention.

## THE POST-STANDARD

Syracuse, N. Y.

PAUL BLOCK, Inc.

Representatives

NEW YORK  
DETROIT  
CHICAGO

PHILADELPHIA  
BOSTON  
SAN FRANCISCO

Daily 61,222 Net Paid

Sunday 69,879 Net Paid

### Radio for Results

# Who?

### Number 7

A leading manufacturer of washing machines says "Our house to house canvassers find that our radio program is a very good subject to be used as a door opener, with the result that they can talk with the housewife about a subject of mutual interest."

*The complete story may be secured from*

**SCOTT HOWE BOWEN, INC.**

*National Representatives of Radio Stations*

274 Madison Avenue  
CHICAGO

DETROIT

New York City  
BOSTON

# Largest Indiana Coverage at Lowest Cost

The Star Newspapers—Indianapolis Star, Terre Haute Star-Post and Muncie Star—have

## More Circulation

than can be obtained by grouping other papers in Indianapolis, Terre Haute and Muncie.

## And the Rate Per Line is Less

National Representatives

**KELLY-SMITH COMPANY**  
New York—Chicago—Philadelphia  
Boston—Detroit—Atlanta

### Some thoughtful sales-manager needs a helper

Thoughtful, because he wants to know more about his business than he has time to find out. He wants facts, not hunches. Why some dealers on territories are active and others slow, and what to do about it. What distributors are in need of and why. What users are doing and probably will do.

Man available with proper notice to present employer has had valuable experience in market study and advertising with advertisers and advertising agencies. Wants connection as assistant to sales manager or advertising manager where study of distribution and market, ability to analyze and plan, and good understanding of advertising and sales practices are needed. Married, mature, well educated, Christian. Address Box 250, SALES MANAGEMENT, 420 Lexington Avenue, New York, N. Y.

**WRITE more EASILY  
WITH LISTO  
PENCILS and LEADS**  
A Million Users Know Their Superiority  
Listo Pencil Corp., Dept. B, Alameda, Cal.



**SOLID KUMFORT**  
Bentwood  
**FOLDING CHAIRS**  
for Every Purpose  
WRITE FOR BULLETIN  
LOUIS RASTETTER & SONS CO.  
1413 WALL ST. FORT WAYNE, IND.

## Survey of Surveys

(Continued from page 122)

cent ownership vs. L. 15.3 per cent, as might logically be expected.

Other phases of these studies such as percentage of women vs. men readers, other persons in the family reading the magazine in question, duplication, etc., result in an unusually complete picture of these two publications on a directly comparable basis. S. O. S. ventures to suggest that the time has come (he thought it had ten years ago) when some fixed standards of qualitative measurement of media might be evolved—and we feel that Dr. Starch's two almost simultaneous studies with their practically similar questions (with the exceptions noted) and bases of collection of information, are a real contribution in that direction.

Copies of either study may be secured from S. O. S. or direct from the publishers in question.

### Wage Methods and Selling Costs

By Anne Bezanson and Miriam Hussey of the industrial research department of the Wharton School of Finance and Commerce, University of Pennsylvania, with the cooperation of the National Retail Dry Goods Association.

This study, which is an unusually thorough one, is based on the detailed record of earnings in four departments—women's hosiery, women's ready-to-wear, men's clothing and housefurnishings—for three classes of clerks—full-time, part-time and per diem—of a selected group of representative stores. The statistics cover a year ending August, 1929, and comprise 173 tables illustrated with fifty-five charts.

"How many pairs of two-dollar stockings must be sold by an \$18 clerk in a retail hosiery department to maintain moderate selling costs?"

"What is the relation of the number of customers, size of sales check, method of payment and seasonal activity to the store's highest efficiency?"

"Is the wage problem of each department of a store unique? Does the question of compensation vary in the same type of store according to locality?"

These are typical questions which this book answers for the first time, making it worth the price to all people interested in the standardization of wages. University of Pennsylvania Press, Philadelphia. 405 pages. \$4.50.

### Kentucky's Industrial Surveys

A preliminary report of two surveys, "Flow of Goods into and out of Kentucky" and "Inventory of Raw Materials and Advantages for Development in Kentucky," by the Kentucky Progress Commission. Complete reports will be available in September. Preliminary report may be obtained free from C. Frank Dunn, executive secretary of the commission, Frankfort, Kentucky.

### The Retail Inventory Method and Store Budget Control

A third printing of a twenty-eight-page revised edition of a publication first copyrighted in 1926. The booklet gives in simple language an exposition of a system of accounting for retail stores sponsored by Ernst & Ernst, accountants and auditors. It is one of a series "in the interest of better business," the others being *Factors to Consider in Working Out Mergers, Budget Control—What It Does and How*

to Do It, Business Control Through Analysis, Standard Costs, The Better Wage—An Analysis of Group Bonus Labor Payment, Good Will and Its Valuation, Better Inventories, and Responsibility of Bank Directors.

Any of the foregoing may be obtained free upon request to Ernst & Ernst, 80 Maiden Lane, New York City, or from their local offices in fifty-five other American cities.

#### The Successful Control of Profits

By Walter Rautenstrauch, professor of industrial engineering at Columbia University. A thorough demonstration of how every phase of a business should be subjected to searching analysis; deals extensively with costs and overhead; shows that many characteristics of an enterprise may be learned from a study of the relations between fixed and variable costs and the selling level of a manufactured article; points out what a balance sheet and profit and loss statement may be made to reveal; and outlines a practical budget system. Especially interesting for the originality of its graphic processes. B. C. Forbes Publishing Company, 120 Fifth Avenue, New York City. 239 pages. (\$3.00)

#### Veteran Music Paper Changes Its Name

The Talking Machine World & Radio-Music Merchant, New York, announced this week a change in name to the Radio-Music Merchant, to take effect with its August issue.

Radio-Music Merchant also announced its application for membership in the Audit Bureau of Circulations.

The oldest and largest publication in the radio-music field, Radio-Music Merchant is owned by Federated Business Publications, Inc., and has been published continuously since 1905.

#### New Toy Football Game in National Campaign

Newspapers, magazines, business papers, radio and direct mail, as well as college dailies and comic monthlies, will be used by the Municipal Service Corporation in a national advertising program to introduce the "Howard H. Jones Collegiate Football Game." The campaign will be run during the football season.

Howard H. Jones, head coach, University of Southern California, invented the device, through which, it is said, 750 plays may be employed.

#### To Specify Wool Content

"The word 'wool' shall not be used in any way in the labeling, advertising and selling of knit underwear unless the percentage by weight of wool contained in the garment is stated," the Associated Knit Underwear Manufacturers of America has decided at a conference, the agreements of which have just been approved by the Federal Trade Commission.

MEMBER 100,000 GROUP OF AMERICAN CITIES

# NEW

## CIRCULATION HEIGHTS

Reached by

### THE PEORIA JOURNAL-TRANSCRIPT

Total Net Paid (Daily) . . . . .	41,308
Total Net Paid (Sunday) . . . . .	34,701
Total City (Daily) . . . . .	20,633
Total City (Sunday) . . . . .	18,295

*Publisher's Statement for period ending March 31, 1930.*

## THE PEORIA JOURNAL-TRANSCRIPT

PEORIA, ILL.  
Chas. H. Eddy Co., Nat'l Repr. :: Chicago, New York, Boston

## Radio for Results Number 8 WHO?

In May, 1930, a leading manufacturer of motor cars decided to make a cold turkey test of radio without any advance notice to distributors or dealers. In one week they went on ninety-six stations with three announcements each day for five days, announcing that this was "Such and Such" a week and that anyone wanting an unusual trade-in offer should visit their local dealer's showroom.

The response was so unusual that a similar series was conducted the last week in May.

Dealers in sixty cities reported as follows:

- 46 definitely favorable—immediate interest and in many cases direct sales.
- 12 Indefinite
- 2 Unfavorable

*The complete story may be secured from*

### SCOTT HOWE BOWEN, INC.

*National Representatives of Radio Stations*

274 Madison Avenue New York City

CHICAGO - DETROIT - BOSTON

## You Begin to Cultivate the Y.W.C.A. MARKET When?

Today. Because this is the beginning of the fiscal year in our organization.

Clubs reorganize.

Classes start.

Vacationists return.

Buyers buy the year's supplies now.

## How?

By advertising in the national, official magazine of the Y.W.C.A., the Womans Press in the September issue, the first number of the new fiscal year.

Write for our plan of special services to advertisers.

We will work out a selling plan to fit your product.

*Address:*  
**CLARA JANOUCH, Adv. Mgr.**  
600 Lexington Avenue  
New York City

## Is There a Way to Spot the "Lemons"?

(Continued from page 134)  
the inspiration of the moment, no matter what it may say about the product once it is in the home.

As proof consider some new gadget for the bridge table. When the woman sees it in the store its beauty attracts her. She sees its beauty in the setting at home. She sees it enhances a social evening. She sees her guests enchanted by her ability as a hostess. That this gadget after purchase and on critical analysis proves to be of absolutely no use toward the furtherance of bridge is unimportant, because, of out of 1,000 persons who play bridge, only four really play it. And to the manufacturer of the gadget these four are of no value, for they would play bridge, with sticky cards, on a mountain top in a hurricane.

### Sales Management Weekly Index to Motor Activity (Average of years 1924-28, inclusive, equals 100)

Year 1930	Year 1929
May 3 ... 120	May 4 ... 155
May 10 ... 118	May 11 ... 150
May 17 ... 120	May 18 ... 149
May 24 ... 123	May 25 ... 149
May 31 ... 125	June 1 ... 144
June 7 ... 126	June 8 ... 140
June 14 ... 111	June 15 ... 142
June 21 ... 106	June 22 ... 141
June 28 ... 99	June 29 ... 121
July 5 ... 94	July 6 ... 141
July 12 ... 91	July 13 ... 138
July 19 ... 90	July 20 ... 138

The exact sources of data on which the SALES MANAGEMENT Weekly Index of Motor Activity is based cannot be completely explained or disclosed for the reason that much of the information used is obtained in confidence. The computation itself is entrusted to one of the leading economists and statisticians of the automotive industry.

The principal factor involved is that of factory consumption, the data being used along this line involving approximately 25 per cent of the total production of the motor car industry. Inasmuch as production of automobiles is adjusted to retail sales at relatively short intervals of time, this index really portrays to some extent the trend of motor car retail sales as well as of motor car production. The volume of business transacted by the automotive industry, including its tremendous consumption of many and varied types of products as glass, steel, paint, cotton, copper, etc., gives this index of motor activity much significance from the standpoint of the business of the country at large. The fact that it can be obtained weekly also contributes to making it one of the most valuable indices to general business conditions that have been thus far developed.

## Personal Service and Supplies

Classified Rates: 50c a line of seven words; minimum \$3.00. No display.  
Cash Basis Only. Remittance Must Accompany Order.

### POSITION WANTED

SALESMANAGER SEEKING PERMANENT connection with square shooting, established and well rated organization; eighteen years' experience from cub salesman to salesmanager; 37 years of age; executive type; not afraid of hard work to accomplish desired results. Available September 1. Address Box 251, SALES MANAGEMENT, 420 Lexington Ave., New York, N. Y.

### EXECUTIVES WANTED

IF YOU ARE OPEN TO OVERTURES FOR new connection and qualified for a salary between \$2,500 and \$25,000, your response to this announcement is invited. The undersigned provides a thoroughly organized service, of recognized standing and reputation, through which preliminaries are negotiated confidentially for positions of the calibre

indicated. The procedure is individualized to each client's personal requirements, your identity covered and present position protected. Established twenty years. Send only name and address for details. R. W. Bixby, Inc., 118 Downtown Building, Buffalo, N. Y.

### SALES PROMOTION

\$50 to \$50,000 DAILY SALES SECURED FOR our clients. This distributor took on a new specialty, retailing at \$60. His first purchase \$12. We submitted a sales program capable of national expansion. Within four years his sales were nationwide, running to \$100,000 monthly. 35 years' salesmanship-in-print experience back of our campaigns. Submit sales problems for free diagnosis. 10 years Sales Promotion Manager, Larkin Co. James C. Johnson, 119 Woodbridge Ave., Buffalo, N. Y.

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## Reprints at Cost

We will reprint at cost plus ten per cent for postage and packing any article in this or other issues of SALES MANAGEMENT.

In every issue there are articles which profitably could be sent to business associates, customers, or friends of some of our readers. We shall be pleased to quote prices in any quantity desired.

### "GIBBONS knows CANADA"

Toronto Montreal Winnipeg Vancouver Hamilton London, Eng.  
New York Office 2152 Granbar Bldg. Thomas L. Briggs Manager for United States